



## Levy County Board of County Commissioners Agenda Item Summary Form

- 1. **Name and Title:** Mary-Ellen Harper, County Manager
- 2. **Department:** Board of County Commissioners
- 3. **Meeting Date:** Tuesday, January 21, 2025

**4. Requested Action:**  
Requesting the Levy County Board of County Commissioners' approval of a new Organizational Structure to include Division Directors.

**5. Cost & Funding Source:**  
The current budget includes an appropriation of \$74,000 for a Public Information Officer. As the position is vacant, this funding can be reallocated to fund the proposed pay scale for the new organizational structure.

**6. Justification of Request:**  
The proposed organizational structure reduces the County Manager's span of control from 19 Department Directors to 12 Division Directors and incorporates the quasi-departments into the organizational structure. Each Division Manager has a span of control of five or fewer departments, allowing for improved communication, increased efficiency due to inter-departmental collaboration, and better accountability within all departments.



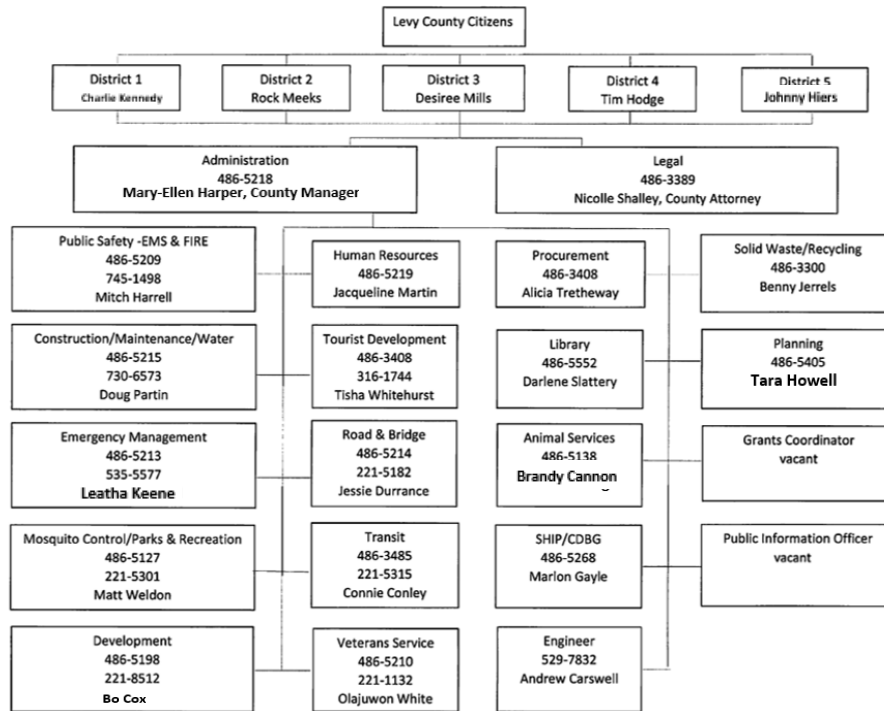
**Levy County Board of County Commissioners**

PO Box 310, Bronson, Florida, 32621  
310 School Street, Bronson, Florida, 32621  
Office: 352.486.5218

**To:** Levy County Board of County Commissioners  
**From:** Mary-Ellen L. Harper, County Manager  
**Date:** January 21, 2025  
**Subject:** Proposed Organizational Structure

**Current Organizational Structure**

An organizational structure identifies how work should flow through the organization. The chain of command refers to the line of authority within that organizational structure. When appropriately deployed, an effective organizational structure combined with a well-defined chain of command establishes accountability, lines of authority, and decision-making power. An effective chain of command ensures that every task, job position, and division has one person responsible for performance and establishes clear lines of communication throughout the organization. The current organizational structure within the Board of County Commissioners (BoCC) is as follows.



**Commissioners**  
Charlie Kennedy, District 1  
Rock Meeks, District 2  
Desiree Mills, Chair, District 3  
Tim Hodge, Vice Chair, District 4  
Johnny Hiers, District 5



## Phase I: Creation of Division Directors

The span of control is the number of subordinates under a supervisor's direct control. In the current BoCC Organizational Structure, the County Manager has a span of control of one Manager to 19 Department Directors.

The Human Capital Hub is a portal where Human Resources experts share articles, case studies, personal experiences, and leading practices. According to the Human Capital Hub, no optimal number can be applied to all organizations when evaluating the span of control. This is because the nature of work, the size of the organization, and the attention each subordinate requires all need to be considered. For this reason, it is the nature of the work being performed and the required attention to subordinates that should govern the assignment of personnel to a manager.

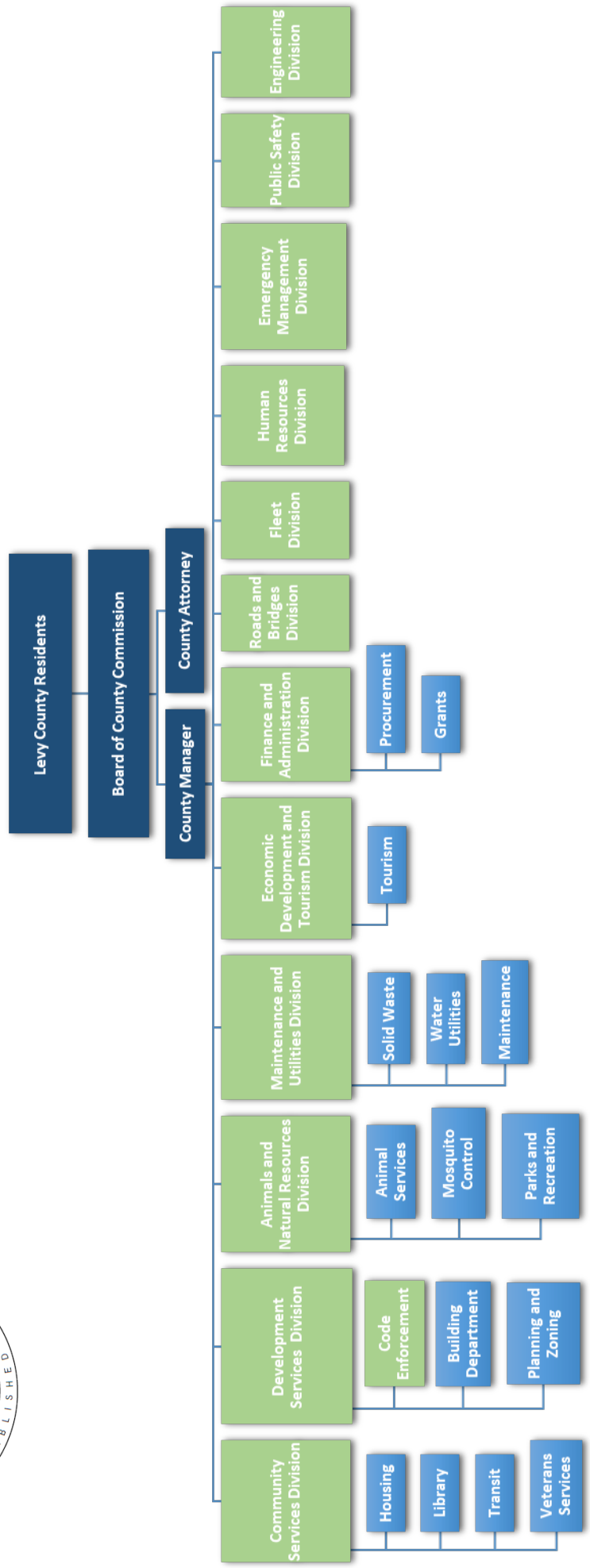
It should be noted, however, that a suboptimal span of control can impact employee and organizational performance. As the number of people a manager supervises increases, the amount of time spent coaching subordinates usually decreases. This can lead to poor performance and less development for the employee. The optimum span of control allows the manager to nurture productive relationships with subordinates, as there is more communication between the manager and subordinates.

The proposed organizational structure:

1. Reduces the County Manager's Span of Control from 19 Department Directors to 12 Division Directors.
2. Organizes Departments into Divisions. Each Division Manager has a span of control of four or fewer Departments, allowing for improved communication, increased efficiency due to inter-departmental collaboration, and better accountability within all departments.
3. Creates a Fleet Division with a more forward-facing county-wide role in acquiring, managing, and repairing all county vehicles. At present, Fleet is a sub-department of the Roads and Bridges Department.
4. Creates a Code Enforcement Department within the Development Division. At present, Code Enforcement exists as a sub-department of the Building Department.



Proposed Organizational Structure



Phase 1:  
Reorganization into Divisions

Phase 2:  
Department Evaluations and Pay Study



## Funding Phase I

The proposed reorganization creates added responsibilities for Division Directors. The current budget includes an appropriation of \$74,000 for a Public Information Officer. As the position is vacant, this funding can be reallocated to fund the proposed pay scale for the new organizational structure.

## Selection of Division Directors

If the BoCC approves this proposed organizational structure, Human Resources will invite all current employees to submit a letter of interest for all Division Director Positions except Emergency Management, Roads and Bridges, Human Resources, Engineering, and Public Safety. These Divisions are not being modified, so there is no competitive process, and the current Department Heads will become the Division Heads to maintain consistency within the organizational structure.

Division Director Positions are an added responsibility to the employee's current job. As the county will not increase the number of employees, these opportunities will be opened only to current Levy County Employees. The County Manager will work with Human Resources to select the Division Directors. The anticipated start date for Division Directors is February 8, 2025.

## Phase II: Department Evaluations and Pay Study

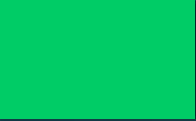
Once the Division Directors are in place, the County Manager and Human Resources will work with each Division Director to:

1. Identify any changes that should be made within each Department, including potentially adding, removing, or reclassifying positions.
2. Conduct a pay study for all Department-level positions.

## Conclusion

The proposed organizational structure reduces the County Manager's span of control from 19 Department Directors to 12 Division Directors. Each Division Manager has a span of control of four or fewer departments, allowing for improved communication, increased efficiency due to inter-departmental collaboration, and better accountability within all departments.

The current budget includes an appropriation of \$74,000 for a Public Information Officer. As the position is vacant, this funding can be reallocated to fund the proposed pay scale for the new organizational structure.



# Proposed Organizational Structure

January 21, 2025

MARY-ELLEN HARPER  
COUNTY MANAGER



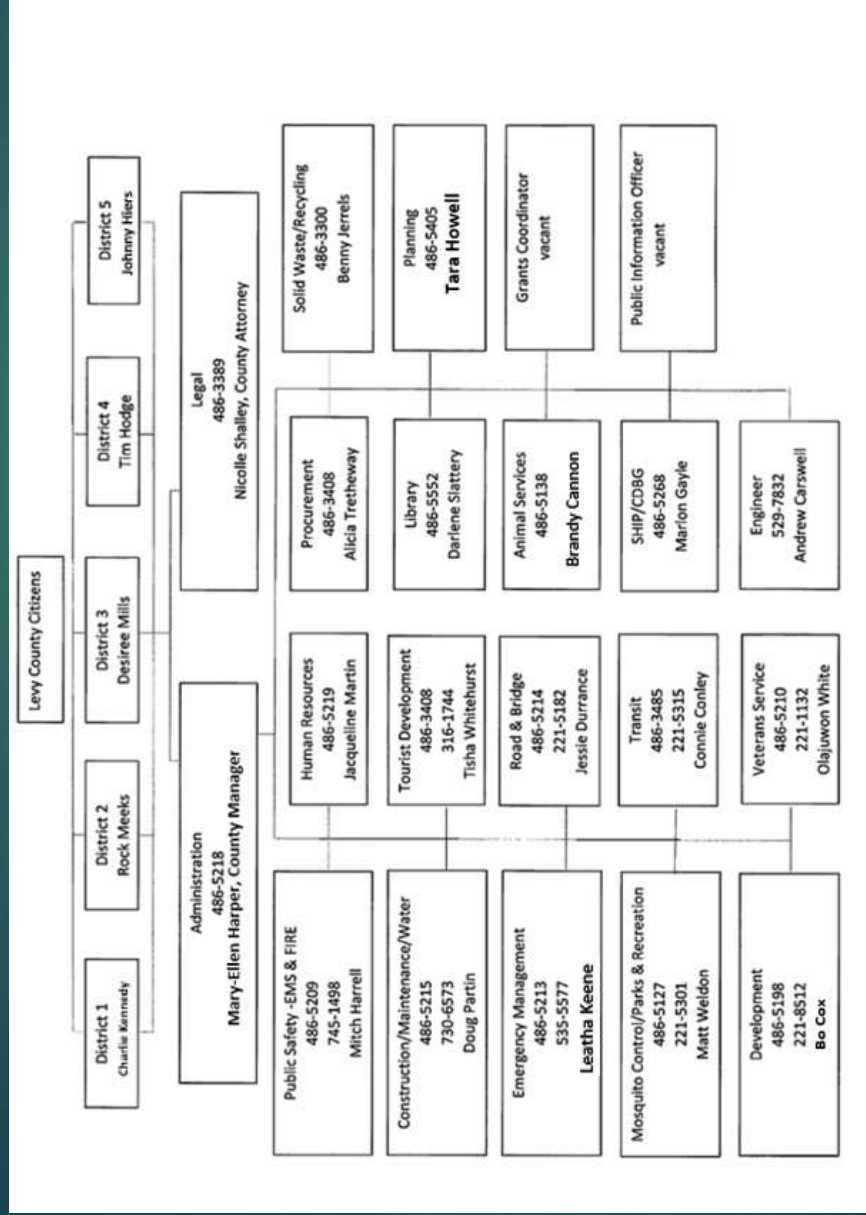
# Current Organizational Structure

- ▲ An organizational structure identifies how work should flow through the organization.
- ▲ The chain of command refers to the line of authority within that organizational structure.
- ▲ When appropriately deployed, an effective organizational structure combined with a well-defined chain of command establishes accountability, lines of authority, and decision-making power.



# Current Organizational Structure

Item 6.





# Phase I: Creation of Division Directors

- ▶ The span of control is the number of subordinates under a supervisor's direct control.
- ▶ In the current BoCC Organizational Structure, the County Manager has a span of control of one Manager to 19 Department Directors.

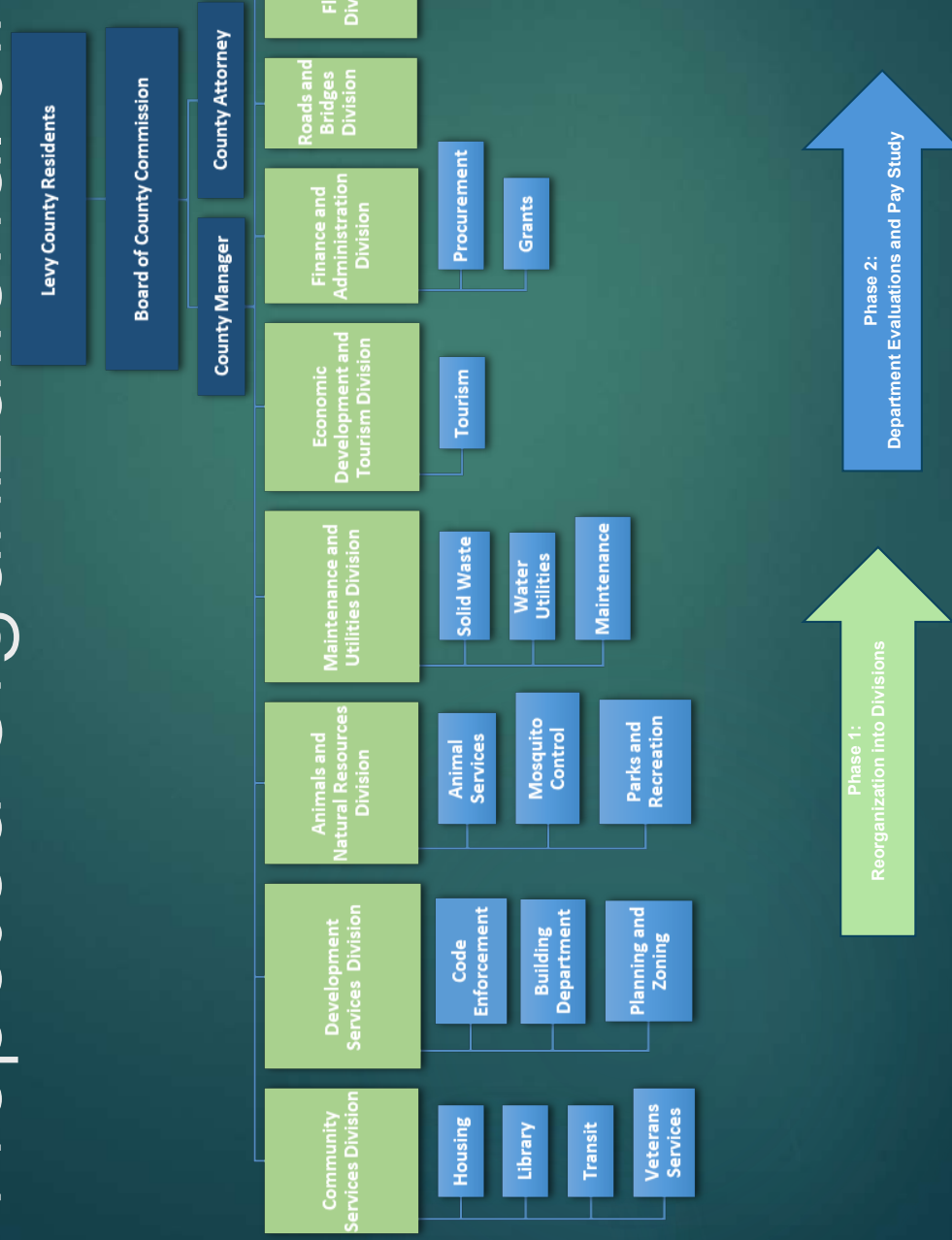


# Proposed Organizational Structure

- ▲ Reduces the County Manager's Span of Control from 19 Department Directors to 12 Division Directors.
- ▲ Organizes Departments into Divisions. Each Division Manager has a span of control of four or fewer Departments, allowing for improved communication, increased efficiency due to inter-departmental collaboration, and better accountability within all departments.
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- ▲ Creates a Code Enforcement Department within the Development Division. At present, Code Enforcement exists as a sub-department of the Building Department.



# Proposed Organizational Structure



# Funding Phase I

- ▶ The current budget includes an appropriation of \$74,000 for a Public Information Officer.
- ▶ As the position is vacant, this funding can be reallocated to fund the proposed pay scale for the new organizational chart.



# Selection of Division Directors

- ▲ If the BoCC approves this proposed organizational chart, Human Resources will invite all current employees to submit a letter of interest for all Division Director Positions except Emergency Management, Roads and Bridges, Human Resources, Engineering, and Public Safety.
  - ▲ These Divisions are not being modified, so there is no competitive process, and the current Department Heads will become the Division Heads to maintain consistency within the organizational chart.
- ▲ Division Director Positions are an added responsibility to the employee's current job. As the county will not increase the number of employees, these opportunities will be opened only to current Levy County Employees.
- ▲ The County Manager will work with Human Resources to select the Division Directors. The anticipated start date for Division Directors is February 8, 2025.



# Phase II: Department Evaluations and Pay Study

Once the Division Directors are in place, the County Manager and Human Resources will work with each Division Director to:

- ▶ Identify any changes that should be made within each Department, including potentially adding, removing, or reclassifying positions.
- ▶ Conduct a pay study for all Department-level positions.

