



Lou Ann Teixeira  
 Executive Officer

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<b>Sean Wright</b> <i>City Member</i>

April 17, 2019 (Agenda)

April 17, 2019  
 Agenda Item 9

Contra Costa Local Agency Formation Commission  
 651 Pine Street, Sixth Floor  
 Martinez, CA 94553

**LAFCO Staffing Plan and Personnel System Updates**

Dear Members of the Commission:

**BACKGROUND**

LAFCO is an independent entity created by the State Legislature. Pursuant to the Government Code (§56000 et seq.), LAFCO hires (or contracts) for its own staff and provides employee benefits, including health, dental, retirement and other benefits for its employees. Contra Costa LAFCO purchases most of its employee benefits from Contra Costa County and its retirement benefits from the Contra Costa County Employees’ Retirement Association (CCCERA).

In 2007, LAFCO adopted its own personnel system including an employee benefit plan, job descriptions, and employee salary ranges. Since then, the employee benefit plan has been updated several times in accordance with County benefit changes, most of which were administrative.

Contra Costa LAFCO currently employs two full time employees – an Executive Assistant/LAFCO Clerk (“Clerk”) and an Executive Officer (“EO”). The current staffing level is derived from a staffing assessment conducted in 2004, prior to your current EO being hired. The 2004 staffing assessment provided that based on workload, a minimum of three positions is needed to support the operations of the Contra Costa LAFCO. At a minimum, a full-time EO and a full-time Clerk are needed. In addition, a third position – analyst, planner or other professional – is also needed, but could be filled using independent consulting services.

Based on the 2004 staffing assessment, the Commission has since included in its annual budget funding for two full-time LAFCO positions. In addition, LAFCO contracts with a number of County departments and independent consultants for various services including legal, planning, GIS/mapping, financial auditing, Municipal Service Reviews (MSRs) and special studies.

Due to a number of new statutory responsibilities and other increases in workload as discussed below, the Commission decided it is timely to grow Contra Costa LAFCO.

## **DISCUSSION**

**Staffing Plan** - For the past several years LAFCO has included funding in its budget and annual work plan for relocation of the LAFCO office and adding an Analyst position. Due to current office space constraints at 651 Pine Street, and a delay in moving the LAFCO office to 40 Muir Road, LAFCO has been unable to add staff. The tenant improvements at 40 Muir Road are now underway and we have been provided a move in date of June 2019. Consequently, it is timely to move forward with a LAFCO staffing plan.

The Commission determined it is timely and beneficial to grow Contra Costa LAFCO for a number of reasons, including the following:

- compliance with new statutory duties and requirements (i.e., JPAs, website expansion, dissolution of inactive districts, disadvantaged communities tracking, etc.)
- keep pace with increased application activity
- maintain the second round MSR/sphere of influence (SOI) update schedule
- resume policy/procedure work
- continue involvement with CALAFCO and other state activities
- enhance outreach and education efforts
- embark on new projects/activities

The current LAFCO Clerk (Kate Sibley) will retire in the summer of 2019, and LAFCO will soon need to recruit and fill the Clerk position. Kate currently serves as clerk to the Commission, office manager, records manager, finance and contract administrator, and provides administrative and research support to the EO (see attached job description adopted in 2007).

LAFCO staff has assessed the LAFCO staffing needs, and believes that the LAFCO staffing plan should include a total of 2.5 full-time positions, as follows:

- one (1) full-time EO
- one half-time (0.5) Clerk
- one (1) full-time Analyst

As proposed, the LAFCO Clerk position will focus primarily on *servicing as clerk to the Commission* [i.e., clerking LAFCO meetings, compiling/distributing agenda packets, preparing resulting documents (e.g., minutes, resolutions, etc.); and *managing LAFCO records, finances and contracts*. Given these primary duties of the LAFCO Clerk position, LAFCO staff explored with several County departments the possibility of sharing a Clerk; however, this was not feasible.

Some of the other Clerk duties/responsibilities will be performed by the Analyst, such as reviewing/processing incoming LAFCO applications; creating/managing LAFCO databases; coordinating with consultants and contractors (e.g., auditor, GIS, webmaster, etc.); conducting research; assisting with LAFCO agenda packets; and performing other duties as assigned.

In conjunction with the proposed staffing plan, it is recommended that the Commission adopt Resolution 2019-01 (Attachment 1) creating the analyst position and approving the job description for the position. The Analyst job description is similar to other LAFCO Analyst position descriptions.

Following the Commission's approval of the staffing plan and related documents, LAFCO staff will initiate recruitment for the Analyst and Clerk positions. Job announcements will be posted on the CALAFCO, CSDA and Contra Costa County websites, as well as on various online employment websites.

**Salary Plan** - In conjunction with the proposed updates to the LAFCO staffing plan, it is recommended that the Commission adopt Resolution 2019-02 (Attachment 2) establishing the salary range for the Analyst position and updating the salary ranges for the EO and LAFCO Clerk positions. The recommended salary range for the Analyst position is based on the average of comparable positions of the Bay Area/Urban LAFCOs. Also, the Commission recently directed staff to update the salary ranges for the EO and Clerk positions, as these have not been updated since 2007. The recommended salary ranges for EO and Clerk positions, as shown on Attachment 2, are also based on the current employment market for comparable Bay Area/Urban LAFCOs.

The proposed adjustments to the salary ranges will not automatically result in adjustments to employee salaries. LAFCO employee salary adjustments are based solely on performance. The Commission conducts an annual performance review for the EO and approves salary adjustments based on performance. The EO conducts the performance review for the Clerk position and will conduct the performance review for the Analyst position. The EO authorizes salary adjustments based solely on performance. LAFCO employees do not receive annual cost-of-living adjustments.

The employee benefits and salary ranges are provided at the discretion of the Commission, and may be modified as deemed appropriate. The benefit package and salary ranges should be reviewed periodically to keep pace with market conditions.

## **FINANCING**

Costs associated with the creation of the Analyst position and change in the Clerk's position from full time to half time can be absorbed in the current budget, and are reflected in the proposed FY 2019-20 budget.

## **RECOMMENDATIONS**

It is recommended that the Commission approve LAFCO Resolution 2019-01 approving creation of and the job description for the LAFCO Analyst position, and LAFCO Resolution 2019-02 adopting an updated LAFCO Salary Plan, adding the Analyst position salary range and updating the salary ranges for the Executive Officer and LAFCO Executive Assistant/Clerk positions.

Sincerely,

LOU ANN TEXEIRA  
EXECUTIVE OFFICER

## **Attachments**

1. Draft Resolution 2019-01 and Job Description for LAFCO Analyst Position
2. Draft Resolution 2019-02 and Updated LAFCO Salary Plan

RESOLUTION NO. 2019-01

**RESOLUTION OF THE CONTRA COSTA LOCAL AGENCY FORMATION COMMISSION  
CREATING POSITION AND ADOPTING JOB DESCRIPTION FOR  
LAFCO ANALYST I / II**

**WHEREAS**, the Contra Costa Local Agency Formation Commission (LAFCO) is an independent regulatory agency created by the State Legislature; and

**WHEREAS**, pursuant to Government Code §56384, LAFCO shall appoint an Executive Officer and may appoint other staff as needed; and

**WHEREAS**, LAFCO currently employs an Executive Officer to carry out the functions of the Commission, and an Executive Assistant/LAFCO Clerk to provide administrative support; and

**WHEREAS**, in accordance with the Commission’s adopted work plan, LAFCO is adding an Analyst position to provide analytical, project management and staff support.

**NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED:**

- 1) That the Contra Costa LAFCO does hereby create the position of LAFCO Analyst I/II which may be filled at either the Analyst I or Analyst level; and
- 2) That the Contra Costa LAFCO does hereby adopt the job description for the LAFCO Analyst I/II position, attached hereto as Exhibit A.

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PASSED AND ADOPTED THIS 17<sup>TH</sup> day of April 2019, by the following vote:

AYES:  
 NOES:  
 ABSTENTIONS:  
 ABSENT:

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TOM BUTT, CHAIR, CONTRA COSTA LAFCO

*I hereby certify that this is a correct copy of a resolution passed and adopted by this Commission on the date stated above.*

Dated: April 17, 2019

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Lou Ann Texeira, Executive Officer

# **CONTRA COSTA LOCAL AGENCY FORMATION COMMISSION (LAFCO) ANALYST I / ANALYST II**

## **DEFINITION:**

Under direction of the LAFCO Executive Officer, the LAFCO Analyst provides analytical, technical and administrative staff support services for Contra Costa LAFCO. The position involves data collection and analysis, report preparation, public contact, and other related duties as required. The position is appointed by the LAFCO Executive Officer, is “at will,” and exempt from FLSA overtime.

## **CHARACTERISTICS:**

The LAFCO Analyst works as a member of the LAFCO team of three employees and provides review and analysis of LAFCO applications; serves as project manager to implement the LAFCO work program; assists with complex studies; and provides administrative assistance to the Executive Officer. The Analyst is expected to exercise considerable initiative and judgement in performing the duties of the position.

The position is further distinguished by regular contact with government officials and staff, members of the Commission, all levels of local, regional and state government, representatives of business and community organizations, and the public.

The LAFCO Analyst should display a professional and positive attitude; be a self-starter who is resourceful and a problem-solver; knowledgeable about local government and LAFCO law; and experienced working with elected boards, councils and/or commissions. Familiarity with Contra Costa County and its jurisdictions is desirable.

## **MINIMUM QUALIFICATIONS:**

The desired knowledge, skills and abilities would typically be acquired through possession of a Bachelor’s degree in Public Administration, Public Policy, Political Science, City/Regional/Urban Planning, or a closely related field; and a minimum of two years of professional experience (Level I), or a minimum of four years of professional experience (Level II) in public administration, public policy, land use planning or a closely related field that demonstrates the ability to perform the typical tasks and acquire the knowledge, skills and abilities described below. Based on the level of experience and education, the Analyst position will be filled at either Level I or Level II.

## **TYPICAL TASKS:**

- Conduct research and collect data that is complex and specialized in nature; perform basic (Level I) to intermediate (Level II) qualitative and quantitative analysis
- Prepare staff reports for the Commission and related documents (e.g., spreadsheets, tables, charts, graphs, etc.)
- Assist with special studies and reports
- Serve as project manager for assigned studies, programs and projects
- Provide technical assistance to the Executive Officer involving land use planning, environmental review, financial and data management, legislation and other technical matters under LAFCO’s purview
- Review, analyze and process LAFCO applications

- Assist with administrative functions and general office duties (e.g., budget, fee schedules/forms, contracts, surveys, policies/procedures, application processing, agenda preparation and notification, etc.)
- Respond to inquiries and provide information and technical assistance to the public, local agencies and others
- Organize work, set priorities and meet critical deadlines
- Interact with local, regional and State government agencies, representatives of business and community organizations, and the general public
- Make presentations relating to LAFCO projects, programs and proposals

**KNOWLEDGE, SKILLS AND ABILITIES:**

**Knowledge:**

- LAFCO law, purposes, role and functions
- Role and functions of local agencies, and specifically counties, cities and special districts
- Public administration, urban and regional planning principles and practices, and environmental assessment and protection
- Modern office procedures, practices, systems, and computer applications including Microsoft Office and GIS; and map reading
- Analysis and statistical methods; public finance; budgeting; public infrastructure; and interagency relationships
- Communication techniques required for gathering, evaluating and transmitting information

**Skills/Abilities:**

- Provide critical thinking and objective reporting
- Prepare clear and concise reports, correspondence, and other written material
- Organize and manage projects and programs effectively and efficiently
- Establish and maintain effective working relationships with other LAFCO staff, LAFCO Commissioners, other governmental agencies, applicants and the public
- Exercise sound independent judgment in performing assignments
- Demonstrate honesty and integrity in all interactions
- Represent LAFCO and/or act as LAFCO spokesperson as directed
- Maintain accurate records and files
- Work independently

**WORKING CONDITIONS:** Most of the duties of the Analyst position are performed in an office environment, which include sitting/standing at a desk; using a computer, telephone and other office equipment; lifting and moving objects typically under 25 pounds; and traveling with or without others to project sites and outside meetings and conferences.

**RESOLUTION OF THE CONTRA COSTA LOCAL AGENCY FORMATION COMMISSION  
UPDATING THE SALARY PLAN FOR LAFCO EMPLOYEES**

**WHEREAS**, the Contra Costa Local Agency Formation Commission (LAFCO) is an independent regulatory agency created by the State Legislature; and

**WHEREAS**, pursuant to Government Code §56384, LAFCO shall appoint an Executive Officer and may appoint other staff as needed; and

**WHEREAS**, LAFCO currently employs an Executive Officer to carry out the functions of the Commission, and an Executive Assistant/ LAFCO Clerk to provide administrative support; and

**WHEREAS**, at the April 17, 2019 LAFCO meeting, the Commission approved adding an Analyst position to provide analytical, project management and staff support; and

**WHEREAS**, in 2007, the Commission adopted a salary plan which included salary ranges for the LAFCO employee positions; and

**WHEREAS**, the salary ranges were last adjusted in 2007; and

**WHEREAS**, it is timely to add the new Analyst I/II position to the salary schedule and update the salary ranges for the Executive Officer and Executive Assistant/ LAFCO Clerk positions; and

**WHEREAS**, the salary ranges should be reviewed and adjusted periodically to keep pace with market conditions.

**NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED** that:

1. The Contra Costa LAFCO hereby updates the LAFCO salary schedule to add a salary range for the Analyst I/II position and update the salary ranges for the Executive Officer and Executive Assistant/ LAFCO Clerk positions as shown in Exhibit A. These salary ranges reflect a recent survey of comparable Bay Area and urban LAFCOs and current market conditions.
2. Contra Costa LAFCO employees receive no Cost of Living Adjustments (COLAs) and may receive an annual salary increase based on performance.

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PASSED AND ADOPTED THIS 17<sup>TH</sup> day of April 2019, by the following vote:

AYES:  
NOES:  
ABSTENTIONS:  
ABSENT:

\_\_\_\_\_  
TOM BUTT, CHAIR, CONTRA COSTA LAFCO

*I hereby certify that this is a correct copy of a resolution passed and adopted by this Commission on the date stated above.*

Dated: April 17, 2019

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Lou Ann Texeira, Executive Officer

**EXHIBIT A**

**2019 CONTRA COSTA LAFCO  
EMPLOYEE SALARY RANGES**

<b><u>JOB TITLE</u></b>	<b><u>BEGINNING MONTHLY</u></b>	<b><u>MAXIMUM MONTHLY</u></b>
<b>CLERK/EXECUTIVE ASSISTANT</b>	<b>\$4,702</b>	<b>\$5,865</b>
<b>ANALYST I/II</b>	<b>I - \$ 5,877</b>	<b>I - \$ 7,795</b>
	<b>II - \$ 6,202</b>	<b>II - \$ 8,219</b>
<b>EXECUTIVE OFFICER</b>	<b>\$10,133</b>	<b>\$14,082</b>