



**Solano Local Agency Formation Commission**

675 Texas St. Ste. 6700 • Fairfield, California 94533  
 (707) 439-3897 • FAX: (707) 438-1788

DATE: October 15, 2018

TO: Local Agency Formation Commission

FROM: Personnel Committee

SUBJECT: Succession Planning and LAFCO Senior Analyst Position

At the July 27, 2018, Personnel Committee meeting, the Committee requested that a staff succession plan be developed. Subsequently, a draft succession plan was discussed at the September 20, 2018, Personnel Committee meeting that included evaluating two key succession planning elements: replacement and retention. Primarily, the discussion revolved around creating a LAFCO Senior Analyst job classification to position Solano LAFCO in the near/immediate term while formulating a long-term succession plan.

The Personnel Committee recommended that a LAFCO Senior Analyst position be considered for adoption at the October 15 Commission meeting (attachment #1 LAFCO Senior Analyst job description). Also discussed was a future consideration for a LAFCO Technician position.

Financially, establishing this position does not create an additional full-time employee. Most importantly, adopting this classification creates a career path and begins to position Solano LAFCO for timely recruiting in a competitive market.

**DISCUSSION**

It is noteworthy that several other Bay Area LAFCOs recognize a need to discuss succession planning. At a recent Bay Area Executive Officer (EO) meeting it was relayed by several EOs that, through experience and upon review with their Commissioners, succession planning is being deemed as problematic for several reasons:

- LAFCOs are multi-faceted, multi-disciplined, lean-staffed regional agencies that function best with experienced polymath staff;
- In the San Francisco Bay Area, LAFCO staff are maturing and retiring in the near-term, and;

**Commissioners**

Harry Price, Chair • Jim Spering, Vice-Chair • Pete Sanchez • Nancy Shopay • John Vasquez

**Alternate Commissioners**

Len Augustine • Shawn Smith • Skip Thomson

**Staff**

Rich Seithel, Executive Officer • Michelle McIntyre, Analyst • P. Scott Browne, Legal Counsel

- Lean-staffed LAFCOs lack clear career paths, personnel depth, and job growth opportunities.

The discussion also included the difficulty in recruiting candidates that possess multidisciplinary experience enabling the candidate to comprehensively perform clerk, analyst, office manager, facilitator, and planner tasks effectively. It was acknowledged by several lean-staffed LAFCOs that they are considering additional positions as well as creating higher-level job classifications that more accurately reflect such task variety and scope of responsibility, thus creating greater agency depth.

Given the Personnel Committee's interest in Solano LAFCO's succession planning, budget considerations, and the anticipated aggressive recruiting to replace expected retirees and vacant positions, it is requested that the Commission consider establishing a LAFCO Senior Analyst position.

Within the succession planning framework and tools of replacement and retention, this position:

1. Recognizes more accurately the job-duties/responsibilities required;
2. Values scope of responsibility, decision making, impact of decisions/errors, complexity, independence, communications, and qualifications (experience, education, and skills, knowledge and abilities) (i.e. CKH; CEQA).
3. Creates a career path in Solano LAFCO, and;
4. Creates a position for recruiting in a highly competitive job market.

The LAFCO Senior Analyst job description is a product of researching and contacting several agencies, including: Contra Costa LAFCO; Monterey LAFCO; El Dorado LAFCO; Butte LAFCO; City of Fairfield Planning Department; City of Benicia Planning Department; Fresno LAFCO; Stanislaus County LAFCO; Orange County LAFCO; Santa Clara LAFCO, and; City of Vacaville Planning Department.

Also attached is an analysis (*Attachment #2 DRAFT: LAFCO Senior Analyst Job Description Analysis*) of the growth in job responsibilities and duties since the 2008 LAFCO Analyst job description was adopted. This increase in job responsibilities indicates the growth in LAFCO's substantive duties resulting from legislative and Commission directives.

Reflecting the increased responsibilities, the LAFCO Senior Analyst position is distinguished from the LAFCO Analyst position by the requirement of advanced professional experience of high complexity and variety. The Senior Analyst performs complex analyses, research, and policy development and will routinely make presentations to the Commission and at other public meetings. Staff at this level exercise greater independence and judgement and have considerable latitude for the use of initiative.

Given budget considerations, the salary range (\$7,215.67 - \$8,770.70) reflects a Solano County Senior Planner position at the County’s current salary schedule. Following is a table identifying job titles and salary comparisons for similar positions in Solano Cities/County and Bay Area LAFCOs.

**SALARY COMPARISONS**<sup>1</sup>

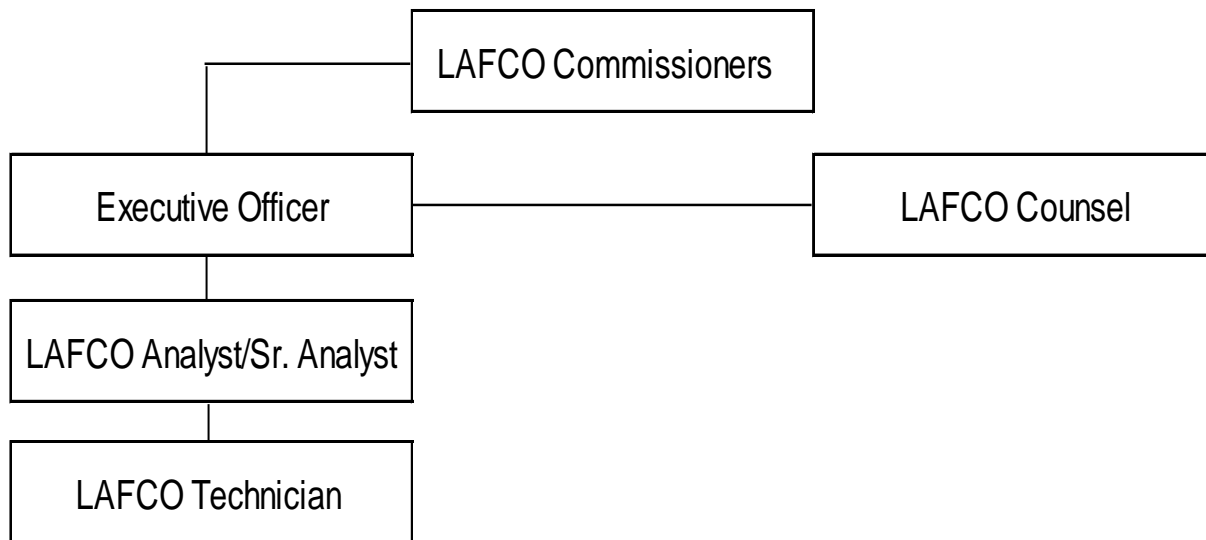
Agency/Job Title	Step 1	Step 2	Step 3	Step 4	Step 5	± Top Step Other vs Proposed
Benicia Senior Planner	\$7,131.97	\$7,488.56	\$7,862.99	\$8,256.14	\$8,668.95	-1.2%
Benicia Principal Planner	\$8,385.44	\$8,804.71	\$9,244.95	\$9,707.19	\$10,192.55	16.2%
Fairfield Senior Planner	\$7,421.44	\$7,792.51	\$8,182.14	\$8,591.24	\$9,020.81	2.9%
Fairfield Principal Planner	\$9,042.45	\$9,494.58	\$9,969.30	\$10,467.77	\$10,991.16	25.3%
Suisun Senior Planner	\$5,533.00	\$5,975.64	\$6,453.69	\$6,969.99	\$7,527.59	-14.2%
Vacaville Senior Planner	\$7,856.95	\$8,249.80	\$8,662.29	\$9,095.40	\$9,550.17	8.9%
Vallejo Principal Planner	\$8,571.49	\$9,000.07	\$9,450.07	\$9,922.57	\$10,418.70	18.8%
Vallejo Senior Planner	\$7,764.81	\$8,153.05	\$8,560.71	\$8,988.74	\$9,438.18	7.6%
Solano County Principal Planner	\$8,725.94	\$9,162.23	\$9,620.34	\$10,101.36	\$10,606.43	20.9%
Solano County Mgmt Analyst	\$7,226.62	\$7,587.95	\$7,967.34	\$8,365.72	\$8,784.00	0.2%
<b>Solano County Senior Planner</b>	<b>\$7,215.67</b>	<b>\$7,576.46</b>	<b>\$7,955.28</b>	<b>\$8,353.05</b>	<b>\$8,770.70</b>	0.0%
Solano County Sr Staff Analyst	\$7,046.96	\$7,399.30	\$7,769.27	\$8,157.73	\$8,565.62	-2.3%
Solano County Staff Analyst	\$6,243.33	\$6,555.49	\$6,883.27	\$7,227.43	\$7,588.81	-13.5%
Sonoma LAFCO Analyst III	\$7,623.21	\$8,004.37	\$8,404.59	\$8,824.82	\$9,266.06	5.6%
Monterey Senior LAFCO Analyst	\$7,496.82	\$7,871.66	\$8,265.24	\$8,678.51	\$9,112.43	3.9%
Butte LAFCO Deputy EO	\$6,517.78	\$6,860.83	\$7,221.92	\$7,602.02	\$8,002.13	-8.8%
El Dorado LAFCO Asst. EO	\$6,361.33	\$6,682.00	\$7,016.17	\$7,366.92	\$7,735.25	-11.8%
Santa Clara LAFCO Sr. Analyst	\$8,811.40	\$9,255.13	\$9,718.63	\$10,204.48	\$10,714.95	22.2%
Santa Clara LAFCO Analyst	\$8,305.75	\$8,721.04	\$9,157.09	\$9,614.94	\$10,095.69	15.1%
<b>Solano Lafco Analyst</b>	<b>\$6,243.33</b>	<b>\$6,555.49</b>	<b>\$6,883.27</b>	<b>\$7,227.43</b>	<b>\$7,588.81</b>	-13.5%

	<b>Cities</b>
	<b>LAFCO</b>

The proposed position better equalizes the position-level with many of the major contacts the Analyst/Senior Analyst collaborates with daily (i.e. Senior Planners, Principal Planners, etc.). The proposed salary range was determined by recognizing increased job responsibilities and requirements while being sensitive to the fact that the cities and the County are Solano LAFCO’s primary funding source. The proposed salary range is less than Senior Planners in the Cities of Fairfield, Vacaville, and Vallejo and significantly less than City and County Principal Planners.

<sup>1</sup> City and County Salary Schedules/MOUs

As discussed with the Personnel Committee, following is a proposed Solano LAFCO Organizational Chart:



CONCLUSION

In summary, the recommended LAFCO Senior Analyst position:

1. Addresses the two facets of succession planning, replacement and retention, by creating a career-path, as well as, creating an appealing opportunity in a highly competitive job market;
2. Is commensurate with job classifications/positions held by staff's daily contacts, colleagues, and workload;
3. Is a job classification. It is not an additional funded position increasing LAFCO staff, and;
4. Suggests a salary range that is comparable to Solano County and cities' Senior Planner and Management Analyst positions

As a regional, lean-staffed agency, Solano LAFCO functions through team-work, synergism, and polymath skill sets. Maintaining and cultivating a well-balanced team is desirable and fundamental to our efforts to be a premier regional agency. It is vital that we work towards developing a succession plan and be prepared for key employee departures, to accommodate growth, or for unforeseen issues. In conclusion, adopting the LAFCO Senior Analyst job description will provide a competitive tool in building a strategic succession plan.

## LAFCO Senior Analyst

### SALARY RANGE

\$41.63 - \$50.60 Hourly  
 \$7,215.67 - \$8,770.70 Monthly  
 \$86,588.04 - \$105,248.40 Annually

### DEFINITION:

Under general direction of the LAFCO Executive Officer, performs complex professional work in support of LAFCO's statutory activities and on a variety of projects involving: research, data collection and other related tasks in support of the Local Agency Formation Commission (LAFCO) of Solano County; responsible for a variety of specialized studies involving data collection and analysis, report preparation and public contact; performs as Clerk to the Solano County Commission, and; responsible day-to-day office procedures.

### DISTINGUISHING CHARACTERISTICS:

The LAFCO Senior Analyst is an "at-will" management employee who performs all duties necessary for the proper and efficient management of LAFCO as determined by State Law, Solano LAFCO, and the Executive Officer. In the absence of the Executive Officer, the Senior LAFCO Analyst may act as the acting Executive Officer.

The LAFCO Senior Analyst works independently, reports to the LAFCO Executive Officer and provides direct assistance and input on policy development and program management. The LAFCO Senior Analyst is distinguished from the LAFCO Executive Officer in that the LAFCO Analyst acts as program manager and project coordinator to implement various components of the LAFCO work program whereas the LAFCO Executive Officer is responsible for the entire program. The LAFCO Senior Analyst: may supervise support staff; oversees consultants, and; provides administrative assistance to the Executive Officer as required. The incumbent possesses specialized knowledge, including urban and regional planning, land development and environmental regulations.

The LAFCO Senior Analyst position is distinguished from the LAFCO Analyst position by the requirement of advanced professional experience of high complexity and variety. The Senior Analyst performs complex analyses, research, and policy development and will routinely make presentations to the Commission and at other public meetings. Staff at this level exercise greater independence and judgment and have considerable latitude for the use of initiative and independent judgment.

### TYPICAL TASKS:

- Conducts analysis relating to the California Environmental Quality Act (CEQA) and on a variety of special projects involving research, data collection and other tasks related to the operation of Solano County LAFCO; performs a variety of responsible and specialized technical services involving administrative, planning,

financial, legislative, and data analysis;

- Manages and conducts special studies involving inter-jurisdictional or inter-agency coordination, most of which is of a complex, controversial and politically sensitive nature;
- Monitors and evaluates local agencies, their service capabilities and proposals for changes or organization or jurisdictional boundaries;
- Reviews and analyzes proposals filed with LAFCO, conducts field investigations, makes recommendations and prepares and presents staff reports to Commission or LAFCO Executive Officer in written or oral form;
- Researches, analyzes and interprets information and data necessary to meet State law requirements and Solano County LAFCO policies and objectives;
- Manages contracts and consultants related to special studies;
- Makes verbal presentations and manages public participation/outreach processes relating to pending LAFCO proposals, studies, policies, and procedures; Interprets and explains governmental regulations, policies and procedures to the public, governmental agencies, subordinate staff and consultants;
- Executes the terms and conditions of LAFCO documents in accordance with determinations of LAFCO;
- May act in the Executive Officer's absence on a short-term basis.
- Assists with Administrative functions, including the development of LAFCO budget, fee schedules, surveys, policies, procedure manuals, accepting of applications and notifications of public hearing;
- Maintains, revises, and interprets the LAFCO policies, procedures and maps;
- Advises management on the impact of new and proposed state and local legislation that pertains to LAFCO;
- Acts as a liaison between the Commission, the public, other governmental agencies, and organizations;
- Assists the Executive Officer in implementing the Commission's directions, policies and procedures, and in developing, tracking and managing the annual work program.
- Participates in LAFCO related organizations and professional associations; Participates and represents LAFCO on various committees and organizations as required;

- Performs other related duties as required.
- Oversees the daily administration of LAFCO affairs in accordance with LAFCO and County of Solano policies and MOUs, including A/C receivable and payable, payroll

### **EMPLOYMENT STANDARDS:**

Sufficient training, education and experience that demonstrate the ability to perform the above tasks and possession of the knowledge and abilities listed below.

Four or more years of progressively responsible professional experience performing public sector planning, policy and program analysis. LAFCO work experience or working in a professional capacity in city or county planning or public administration is highly desirable.

A Master's degree in Public Administration or City and Regional Planning may be substituted for two (2) years of the required experience. A Master's degree in a closely related field (i.e. Business Administration) may be substituted for one (1) year of the required experience.

Possession of a valid California Driver's License prior to appointment.

### **Knowledge of:**

- Local Agency Formation Commission laws, practices and procedures;
- Statutory purposes of LAFCO and state and local regulations relating to LAFCO; Principles and practices of public administration, urban and regional land planning and effective supervision and training;
- Public administration and management principles, including budget preparation and control and effective supervision and training;
- Federal, State and local laws and regulations relating to the organization, financing and functions of cities and special districts;
- Research, analysis, and statistical methods applicable to management analysis; Communication techniques required for gathering, evaluating and transmitting information;
- State and local laws and guidelines relating to environmental protection; Map reading;
- Computer applications used in city and regional planning, including Geographical Information Systems Software.

### **Ability to:**

- Reason logically and creatively and utilize a variety of analytical techniques to resolve complex and specialized problems;
- Communicate and present concise, logical oral and written reports; Understand, interpret and apply laws, policies and procedures;
- Plan, organize and conduct work assignments under minimum direction or independently and meet deadlines;
- Collect, interpret and evaluate data of a complex and specialized nature; Write clear and concise reports;
- Manage and coordinate large projects and studies;
- Gain and maintain the confidence and cooperation of those contacted during the course of work, especially in sensitive relationships with representatives of departmental and other outside groups;
- Supervise, train and evaluate the work of subordinate staff and consultants;
- Define problem areas; develop and evaluate alternatives;
- Represent LAFCO and or act as LAFCO spokesperson.

**Desirable Work Style and Personal Traits:**

- Possess a high degree of integrity, be facilitative rather than confrontational in nature, work well with peers and supervisors as well as with difficult and sensitive organizational issues;
- Possess a commitment to very high ethical standards and quality public services;
- An active listener, supportive team builder; has strong interpersonal and communication skills, and demonstrates an energetic work style;
- Embraces challenges, is objective, open minded, accountable, and is comfortable working in a complex political environment;
- Able to establish and maintain cooperative and effective working relationships with a variety of representatives of public and private organizations, members of boards and commissions, legislative representatives, and the public;
- Able to interact well and comfortably with individuals of diverse backgrounds;
- Able to approach challenges with confidence, and maintain positive, productive and ethical interaction with peers, the public, the Commission and elected officials, and;
- Maintain professional appearance.



**DRAFT: LAFCO Senior Analyst Job Description Analysis  
October 15, 2018**

**Attachment #2**

	<i><b>2008 LAFCO ANALYST</b></i>	<i><b>2014 LAFCO ANALYST</b></i>	<i><b>2018 SENIOR LAFCO ANALYST (PROPOSED)</b></i>
1	Prepare staff reports	Prepares and Presents staff reports	Prepares and Presents staff reports to Commission or EO in written or oral form
2	Track reorganization process	Reviews and analyzes proposals filed with LAFCO. Conducts field investigations and makes recommendations	Reviews and analyzes proposals filed with LAFCO. Conducts field investigations and makes recommendations
3	Provide notices to appropriate agencies, registered voters, and landowners	Prepare, publish, post, and mail public notices, LAFCO agendas, and related documents	Prepares, publishes, posts, and mails public notices, LAFCO agendas, and related documents
4	Provide necessary information: public hearing notices; base tax info	Coordinate the quire filing and distribution of documents, form, and reports	Coordinate the required filing and distribution of documents, forms and reports
5	Assist with annual budget preparation and provide data entry	Provides support to the EO in analyzing and preparing the LAFCO budget	Assists with administrative functions, including development of the LAFCO budget
6	Prepare and complete vendor claims, journal vouchers, etc.	Oversees the daily administration of LAFCO affairs in accordance with LAFCO and County of Solano policies and MOUs, including A/C receivable and payable, payroll	Oversees the daily administration of LAFCO affairs in accordance with LAFCO and County of Solano policies and MOUs, including A/C receivable and payable, payroll
7	Assist in developing fee schedule	Performs administrative functions such as developing fee schedules, surveys, and policy and procedure manuals	Assists with administrative functions, including fee schedules
8	Serve as clerk to the Commission	Serves as Clerk to the Commission	Serves as Clerk to the Commission
9	Answer telephones	Performs general administrative assistance	Performs general administrative functions
10	Respond to public and agency requests for copies of staff reports, minutes, and other meeting information	Makes presentations and manages public participation processes relating to pending LAFCO proposals, program, law, policies, and procedures	Interprets and explains governmental regulations, policies and procedures to the public, governmental agencies, subordinate staff and consultants
11	Perform independent research and analysis	Researches, compiles, synthesizes, analyzes, and interprets information and data necessary to meet state law requirements and LAFCO policies and objectives	Plan, organize, and conduct work assignments under minimal direction, or independently, and meet deadlines
12	Perform data collection, interpretation, and evaluation for administrative, fiscal, and organizational matters.	Researches, compiles, synthesizes, analyzes, and interprets information and data necessary to meet state law requirements and LAFCO policies and objectives	Performs a variety of responsible and specialized technical services involving administrative, planning, financial, legislative, and data analysis
13	Collect, interpret, and apply data to assigned projects	Reviews and analyzes proposals filed with LAFCO conducts field investigations, and makes recommendations	Collect, interpret, and evaluate data of a complex and specialized nature; write clear and concise reports

	<i>2008 LAFCO ANALYST</i>	<i>2014 LAFCO ANALYST</i>	<i>2018 SENIOR LAFCO ANALYST (PROPOSED)</i>
14	Read and interpret maps	<b>(Not Identified)</b>	Maintains revises, and interprets the LAFCO policies, procedures and maps
15	Develop procedures and operational guidelines	Performs administrative functions such as developing policy and procedure manuals	Assists with administrative functions, including policies and procedures manuals
16	Schedule and organize workloads	Oversees the daily administration of LAFCO affairs	Supervise, train, and evaluate the work of subordinate staff and consultants
17	Prepare and maintain clear, concise, and complete records, reports, surveys, and recommendations	Coordinates the required filing and distribution of documents, forms, and reports	Responsible for the filing and distribution of documents, forms, and reports
18		Perform analysis relating to CEQA, reviews, and as necessary, prepares CEQA documents necessary for LAFCO action	Performs analysis relating to CEQA and on a variety of special projects involving research, data collection, and other tasks related to the operation of Solano County LAFCO
19		Conducts special studies involving inter-jurisdiction and inter-agency coordination, some of which may be complex, controversial, and/or politically sensitive	Conducts special studies involving inter-jurisdiction and inter-agency coordination, some of which may be complex, controversial, and/or politically sensitive
20		Participates in LAFCO-related organizations and professional associations	Participates in LAFCO related organizations and professional associations
21			Participates and represents LAFCO on various committees and organizations as required
22			Makes verbal presentations and manages public participation/outreach processes relating to pending LAFCO proposals, studies, policies, and procedures
23			Interprets and explains governmental regulations, policies and procedures to the public, governmental agencies, subordinate staff and consultants
24			Monitors and evaluates local agencies, their service capabilities, and proposals for changes or organization or jurisdictional boundaries
25			Executes the terms and conditions of LAFCO documents in accordance with LAFCO determinations
26			Define problem areas: Develop and evaluate alternatives

	<i>2008 LAFCO ANALYST</i>	<i>2014 LAFCO ANALYST</i>	<i>2018 SENIOR LAFCO ANALYST (PROPOSED)</i>
27			Ability to reason logically and creatively and utilize a variety of analytical techniques to resolve complex and specialized problems
28			Ability to research, analyze, and apply statistical methods applicable to management analysis
29			Possess communication techniques required for gathering, evaluating, and transmitting information
30			Gain and maintain the confidence and cooperation of those contacted during the course of work, especially in sensitive relationships with representatives of departmental and other outside groups
31			May act in the Executive Officer's absence on a short-term basis