



July 31, 2020

Organizational and Staffing Assessment Study Final Report

**Local Agency Formation Commission
of Sonoma County**

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July 31, 2020

Mr. Mark Bramfitt
Executive Officer
LAFCO of Sonoma County
111 Santa Rosa Ave., Suite 240
Santa Rosa, CA 95404

Dear Mr. Bramfitt:

Koff & Associates is pleased to present the Final Organizational and Staffing Assessment Study for the Local Agency Formation Commission of Sonoma County (LAFCO). This report documents the study methodology and provides classification, organizational, and operational recommendations for the Commission.

We would like to thank you for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with LAFCO and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Katie Kaneko
President



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EXECUTIVE SUMMARY

In December 2019, Sonoma County Local Agency Formation Commission (Sonoma LAFCO) contracted with Koff & Associates (K&A) to conduct an organizational and staffing assessment study focusing on staffing levels, job descriptions, organizational, and operational structure relative to an industry focused comparator group and best management practices. The content of this report focuses on opportunities for organizational improvement by providing information for the Sonoma LAFCO to consider in making future organizational and staffing decisions to best support the Sonoma LAFCO's strategic planning priorities. At any point in time, within any organization, there will be opportunities for improvement, and it is our overall assessment that the Sonoma LAFCO is poised to effectively address these issues going forward.

Study Scope

This staffing study process was precipitated by the Sonoma LAFCO's interest in:

- Ensuring the organization is properly staffed, numerically and organizationally, to carry out current and future functions in the most efficient manner possible.
- Ensuring that employees should be recognized for the level and scope of work performed.
- Ensuring that job descriptions reflect current programs, responsibilities, and technology.
- Identifying best management practices related to organizational and operational structure of the Sonoma LAFCO.

Recommendations

Through the data collection process, K&A identified the following areas of opportunity that should be considered in future decision making to facilitate operational efficiency and effectiveness, as well as enhance the service provision to Sonoma LAFCO constituents.

Organizational Structure and Staffing: K&A performed an assessment of the current organizational structure and staffing. The assessment and recommendations are based on K&A's understanding of Sonoma LAFCO's operations, as well as a survey of similar LAFCO agencies to review the organizational structure, staffing, and trends in the market. The following recommendations are intended to support Sonoma LAFCO's operational mandates and address succession planning by providing clear career pathways for staff:

- Adopt LAFCO-specific job descriptions for:
 - LAFCO Senior Analyst
 - LAFCO Analyst II
 - LAFCO Analyst I
 - LAFCO Commission Clerk
- Increase the staffing allocation for Commission Clerk from .5 FTE to 1.0 FTE



Operational Best Practices and Trends: K&A performed an assessment of market practices in a variety of operational areas that were indicated to be of interest based on staff interviews, such as community outreach methods, level of participation in California Association of Local Agency Formation Commissions (CALFCO) activities, and recruiting practices, as well as perspectives on future trends and challenges. The following are specific operational practices which Sonoma LAFCO should consider adopting:

- Expansion of outreach activities to include participation in city manager and special district association meetings.
- Establishment of an Outreach Committee to develop a strategy and goals for communicating the value of LAFCO in ways that are appropriate to Sonoma County.
- Continuation of staff participation in CALAFCO training and networking activities as a standard organizational practice.
- Assessment of future opportunities for staff or Commissioners to participate in CALAFCO at a committee level.

In the area of future trends and challenges, each LAFCO was found to have specific perspectives based on local issues in their respective counties. Common themes were the expectation of having to address fiscal and service delivery impacts as the result of COVID-19 in future MSRs and the need for LAFCOs to be able to communicate their value to the community and set a model for good government. In general, Sonoma LAFCO can expect to need to consider these issues in determining which MSRs and SOIs to target in the future and to continue its efforts to educate the public and other agencies about LAFCO.

The recommendations contained in this report are meant to be used as a guide for Sonoma LAFCO to use in future decision-making and strategic planning. Sonoma LAFCO should assess the feasibility and potential consequences of implementing and not implementing each recommendation prior to acting. Each recommendation is explored in detail within the Analysis and Recommendations section. The summary of recommendations is also presented in Appendix I.

SONOMA LAFCO INFORMATION

The California State Legislature authorizes a LAFCO in each county as an independent regulatory agency to determine the boundaries of the cities and special districts in that county. Sonoma LAFCO's mission is to promote sustainable growth and good governance in Sonoma County by preserving agricultural and open space lands, preventing urban sprawl, encouraging efficient delivery of services, promoting accountability and transparency of local agencies, and exploring and facilitating regional opportunities for fiscal sustainability.



Organization Functional Structure

Figure 1: Sonoma LAFCO Functional Organization Chart



Sonoma LAFCO has a staff composed of four authorized positions: Executive Officer, Deputy Executive Officer (currently vacant), Analyst I, and Commission Clerk. Sonoma LAFCO staff are County employees who work only for Sonoma LAFCO, in accordance with the Memorandum of Understanding between Sonoma LAFCO and the County of Sonoma.

Table 1. Sonoma LAFCO Full-Time Equivalent Employees (FTE)

Title	FTE
1. LAFCO Executive Officer	1.00
2. Assistant Executive Officer	.80
3. Analyst I	.90
4. Commission Clerk	.50
TOTAL FTE	3.20

METHODOLOGY

K&A utilized various methods of data collection including document review, individual interviews, questionnaires, and external surveys. These methods produced in-depth data from Sonoma LAFCO employees and data from comparable LAFCOs. The staffing analysis compares Sonoma LAFCO to the comparator group based on the FY19-20 budget for each agency.

Document Review

Documentation from Sonoma LAFCO was collected. The documentation included current organization charts, classification specifications and job descriptions, operational budgets, documentation on current operational practices, reports, policies and procedures, and other relevant documentation.



Position Assessment Questionnaires

Position Assessment Questionnaires (PAQ) were developed to identify employees' current roles, duties, and responsibilities. Prior to distribution of the questionnaires to employees, K&A facilitated orientation meetings with employees. In addition to distributing the questionnaires, employees were presented with an explanation of the study process, expectations, and elements not part of the study.

Individual Interviews

All staff participated in an individual interview process. The purpose of the interviews was to follow-up on the information provided in the employee completed PAQ forms and surveys, as well as to get staff perspective on what is working, not working, and opportunities for improvement related to staffing. Additionally, the interview with the Executive Officer gathered information on key areas such as organizational efficiency, staffing, succession planning, and organizational strategy.

External Survey of Comparable Agencies

Finally, K&A collected data from comparable agencies. The goals of the industry/market survey were to obtain information on organizational scope and structure, classification structure, compensation, and staffing levels. The factors that were reviewed in selection of the comparator districts included:

- **Organizational type and structure:** K&A generally recommends that agencies of a similar size and structure providing similar services to that of Sonoma LAFCO be used as comparators. Accordingly, we limited our evaluation to other LAFCOs throughout the state. Based on Sonoma LAFCOs demographics, K&A focused on LAFCOs in the greater Bay Area and the CALAFCO Coastal region, as well as LAFCOs in urban counties elsewhere in the state. This focus created an initial list of 21 LAFCOs to evaluate with the goal of selecting 12, the sufficient number of comparator agencies to study for trends and operational considerations.
- **Staff, Commission membership, operational budgets, and population:** Staff and operational budget size determine the amount of resources available for the agencies to provide services, and population size accounts for the ratio of resources to constituents served. We specifically evaluated data related to population of the county served by each LAFCO, whether there is Special District representation on the Commission, number of full-time equivalent staff at each LAFCO, and LAFCO expenditures for FY 19-20.
- **Cost of Living:** Cost of living is the amount of money needed to sustain a standard of living and is a measurement of how expensive it is to live in one area versus another. This factor is important to consider for evaluating compensation competitiveness and regional similarity.
- **Comparable Services / Attributes:** Organizations providing similar services are ideal for comparison; given the specialized nature of Sonoma LAFCO's services, we compared the



following services and attributes, based on responses to the 2019 CALAFCO Biennial Survey for each LAFCO:

- Use of staffing models – employees of LAFCO or employees of county;
- Number of commission meetings per year;
- Number of proposals processed in the last year;
- Number of Sphere of Influence/Municipal Service Reviews conducted in the last five years;
- History of involvement in lawsuits; and
- Number of times LAFCO featured in a local news story in the last two years.

All factors mentioned should be considered in selecting the group of comparator agencies. Sonoma LAFCO agreed to a list of twelve (12) agencies.

1. Ventura Co LAFCO
2. Marin Co LAFCO
3. San Luis Obispo Co LAFCO
4. Monterey Co LAFCO
5. Santa Barbara Co LAFCO*
6. Santa Cruz Co LAFCO
7. Alameda Co LAFCO
8. Napa Co LAFCO
9. San Mateo Co LAFCO
10. Orange Co LAFCO
11. Contra Costa Co LAFCO
12. Solano Co LAFCO

*Non-responsive

Data collection from the above agencies involved review of public documents available on the agency’s websites for classification data, the 2019 CALAFCO Biennial Survey responses, and the development of a survey questionnaire to elicit information on organizational practices and trends. K&A sought interviews with each agency. Ten of the comparators agreed to interviews; one agency (Monterey) provided written responses. Santa Barbara LAFCO was non-responsive (the agency sadly experienced the death of their Executive Officer in May; as their staffing model is significantly different from other comparators, survey data was found to be sufficiently complete without their input).

ANALYSIS AND RECOMMENDATIONS

There are numerous operational challenges faced by Sonoma LAFCO today. From a quiet organization in 2001 that primarily reacted to submitted proposals, Sonoma LAFCO is now subject to more regulations, works on projects that are more controversial and sometimes contentious, receives greater public and local agency attention and involvement, and is more proactive in reaching out to the greater Sonoma County community. Further, the State Legislature continues to look to LAFCO as its local “watchdog” on sustainable growth and good governance matters



and continues to expand LAFCO's responsibilities or direct LAFCO actions. To meet these expectations, the Sonoma LAFCO will need to continually assess its operations to gain efficiencies.

The Sonoma LAFCO also faces internal challenges, specifically in succession planning following the recent departure of the Assistant Executive Officer due to retirement. With the exception of the Executive Officer position, staff positions have been "fitted into" the County's job classification system, with job descriptions that are not specific to Sonoma LAFCO. The lack of clear definition of job duties and responsibilities hampers recruitment and retention of personnel and preservation of institutional knowledge. Staff has expressed concern over potential duplication of activities and the lack of a clear understanding of expectations. Job descriptions that include LAFCO-specific duties, knowledge, skills, and abilities will provide better support for objective appraisal of employee performance and the development of training plans. LAFCO-specific job descriptions are also important to recruitment and succession planning in that they provide guidance for career development for internal candidates and a better understanding of the nature of LAFCO work for external candidates.

During our research and analysis of staffing and organizational practice, we identified recurring themes and market observations which directed us to recommendations for the Sonoma LAFCO to focus on and address. The Sonoma LAFCO has a dedicated staff ready to move forward to make meaningful and sustainable changes to ensure that the Sonoma LAFCO meets the ongoing needs of the Sonoma County community. Addressing these recommendations will help to ensure continual organizational improvement. The recommendations are described in detail within this section of the report.

STAFFING LEVELS

Sonoma LAFCO staffing levels remained steady at three positions – Executive Officer, Assistant Executive Officer, and Commission Clerk – from FY 2008 until FY 2018 when a .90 Analyst position was added, and the Commission Clerk position was reduced from .75 to .50. As more and different work has come to Sonoma LAFCO, staff has adapted to changes by shifting responsibilities, postponing work, if possible, and rearranging priorities. For example, the type and number of agencies and organizations providing fire protection services in the County are not as effective and efficient as they could be. Efforts to address this issue have become a priority since the October 2017 devastating fires. Sonoma LAFCO has a pivotal role in what should happen with the many agencies and organizations providing fire services, and the Commission has indicated its desire to have the Executive Officer fully engaged in fire agency community discussions. Municipal Service Reviews for fire agencies are conducted in-house, instead of contracted out, so that staff familiar with the community can represent the position of the Commission. As a result, however, other long-term areas of focus, such as revision of applications for changes of organization or reorganization and extension of services, revisiting and updating of adopted policies, digitization of records, and website user-friendliness, are addressed only on a case-by-case basis as time permits.



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We began our staffing analysis by reviewing staffing per capita within the comparator group. Table 2 displays the number of employees per thousand people served for each of the comparator agencies, which provides a general overview of how the Sonoma LAFCO compares in terms of staffing levels to the population served. This analysis shows the Sonoma LAFCO’s authorized staffing per capita of .64 is slightly below the comparator agencies’ average of .70 based on 2019 population. Six of the comparator agencies have more staff in comparison to population served than Sonoma LAFCO.

Table 2. Number of Employees Per Thousand People Served

LAFCO	2019 Population Served	Authorized FTE	FTE per 1000 Served
Sonoma County LAFCO	500,675	3.2	.64
Alameda County LAFCO	1,669,301	2	.12
Contra Costa County LAFCO	1,155,879	1.5	.13
Marin County LAFCO	262,879	3	1.14
Monterey County LAFCO	445,414	4.5	1.01
Napa County LAFCO	140,779	2.75	1.95
Orange County LAFCO	3,222,498	5	.16
San Luis Obispo County LAFCO	280,393	3	1.07
San Mateo County LAFCO	774,485	2.5	.32
Santa Cruz County LAFCO	276,071	2	.72
Solano County LAFCO	441,307	3	.68
Ventura County LAFCO	856,598	3	.35
Average:			0.70

Population data for each county served is from the State of California Demographic Research Unit’s 2019 Population report.

While this is one measure, we did observe significant variations in operational mandates of each agency that were indicated to have a significant impact on staff workload. For example, California State law governing LAFCOs directs that Sphere of Influence (SOI) reviews/updates and supporting Municipal Service Reviews (MSR) be conducted every five years, as necessary, with “as necessary” being determined by local policy and work plan priorities. Six agencies - Marin, Monterey, Napa, Orange, Santa Cruz, and Ventura reported a similar operational goal to conduct MSRs every five years. These agencies primarily rely on in-house resources for MSR/SOI reviews/updates with minimal use of consultants. Other agencies reported conducting reviews only in response to applications for SOI changes or as issues surface; these agencies rely more heavily on the use of consultants in conducting these studies. While Sonoma LAFCO does not have the specific operational goal of a 5-year MSR update cycle, it is similar to those agencies



that do in relying primarily on in-house resources in conducting its SOI/MSR updates. Further analysis of staffing by functional area is presented below which will identify areas in which the Sonoma LAFCO may be understaffed or overstaffed.

Functional Area Staffing Levels

Table 4 highlights Sonoma LAFCO’s staffing by functional area as a percentage of overall workforce compared to the market average. We observed that the work performed by LAFCOs could be separated into three distinct functions: Management, Project Delivery and Analysis, and Administration. Further breakdown of the work performed in these areas are discussed below. Details of staffing levels in each of these functional areas for each comparator can be found in Appendix II.

Table 3. Staffing Analysis by Functional Area

Functional Area	Sonoma LAFCO Staffing (% of Total Sonoma LAFCO Staff)	Market Average Staffing (% of Total Agency Staff)
Management	44%	41%
Project Delivery/Analysis	40%	32%
Administration	16%	27%

The percentages reported are rounded up; the cumulative total is 100%.

Management

Role and Responsibilities of the Management Functional Area

The LAFCO Executive Officer is responsible for overseeing, directing, and participating in all activities of the Sonoma LAFCO program, including short- and long-term planning as well as development and administration of LAFCO policies, procedures, and services, and is the liaison between the Sonoma LAFCO Commission and the general public, and other governmental agencies including the County, special districts, cities and other regional and state agencies. We observed that Sonoma and other LAFCOs included higher level analytical staff in this functional area to assist in planning and external liaison roles. For the purposes of this analysis based on market findings, Assistant Executive Officer level staffing was allocated as .5 to the Management functional area and .5 to the Analysis/Project Delivery functional area and Senior Analyst level staffing as .25 to the Management functional area and .75 to the Analysis/Project Delivery functional area to recognize that positions at these levels are designed to contribute in both functional areas.

Staffing

Table 4 shows a staffing analysis of this area by budgeted FTE and percentage compared to the market.



Table 4. Staffing Analysis – Management

	Sonoma LAFCO FTE	Sonoma LAFCO Staffing (% of Total Sonoma LAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Agency Staff)
Management Totals	1.4	44%	1.2	41%
Executive Officer	1	31%	1.0	34%
Assistant Executive Officer	.4	13%	.18	6%
Senior Analyst	0	0%	.05	1%

Observations Regarding Organizational Structure and Common Market Practices

Overall, the budgeted staffing of the management functional area for Sonoma LAFCO is slightly above market for comparable services. Three of the eleven comparator agencies have an Assistant Executive Officer or Senior Analyst level; two of these are agencies with a five-year MSR cycle operational goal. The Assistant Executive Officer level is typically responsible for day-to-day operations, direct supervision of staff, and involvement in executive decisions including in the Executive Officer’s absence, whereas the Senior Analyst level is typically responsible for management of complex projects and for providing functional direction (training and work review) but not full supervision to lower level staff (this level may also act in the Executive Officer’s absence). This organizational structure allows the Executive Officer to focus more on strategic planning and developing and enhancing relationships with local agencies. It also provides a career ladder for professional staff to develop management and supervisory skills, which addresses succession planning needs.

As noted above, one of the challenges faced by Sonoma LAFCO is the lack of job descriptions for positions other than the LAFCO Executive Officer that clearly define duties and responsibilities for each position that are specific to Sonoma LAFCO. In interviews, staff reported concerns about overlap in roles creating some duplication in tasks and lack of clear direction. The recently retired Assistant Executive Officer had a longer tenure with Sonoma LAFCO than any of the remaining staff and a resulting wealth of institutional knowledge which will be difficult to replace. In developing a job description for the vacant position, K&A recommends the Senior Analyst level with emphasis on management of complex projects and provision of training and work review, but not full supervision or responsibility for management functions such as budget development. This focus for the position will continue to provide support to the Executive Officer in planning and external liaison roles but provides greater clarity for the role of the position in relation to lower level professional and administrative staff.

The proposed Senior Analyst job description is provided in Appendix III. It should be noted that the LAFCO-specific duties, knowledges, skills, abilities, and qualifications described are consistent with the County classification to which the position is currently mapped.



Analysis/Project Delivery

Figure 2: Analysis/Project Delivery Organization Chart



Role and Responsibilities of the Analysis/Project Delivery functional area

The Analysis/Project Delivery functional area is responsible for professional work on a variety of projects involving research, data collection, analysis, and other related tasks in support of the LAFCO goals and strategic initiatives.

Staffing

Table 5 shows a staffing analysis of this area by budgeted FTE and percentage compared to the market.

Table 5. Staffing Analysis – Analysis/Project Delivery

	Sonoma LAFCO FTE	Sonoma LAFCO Staffing (% of Total Sonoma LAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Agency Staff)
Analysis/Project Delivery Totals	1.3	41%	1.0	32%
Assistant Executive Officer	.4	13%	.14	5%
Senior Analyst	0	0%	.23	8%
Analyst I	.9	28%	.59	20%

Organizational Structure Observations and Common Market Practices

Sonoma LAFCO staffing of this functional area is above market average with the recent addition of the Analyst position. However, several LAFCOs also expanded staffing in this area: Marin added a Policy Analyst position in FY2019 and is replacing their recently vacated Commission Clerk position with a Junior Analyst/Clerk; Alameda is replacing part-time Analyst and part-time Clerk vacancies with a full-time Analyst/Clerk; and Solano is adding an Analyst II position. Santa Cruz has created an Analyst job description to allow for future career progression although there is no change in staffing allocation for FY 2020. Also as noted above, while Sonoma LAFCO does not have the specific operational goal of a 5-year MSR update cycle as do the majority of comparators, it does have the operational goal of using in-house resources in conducting its more



complex and sensitive SOI/MSR updates and Sonoma LAFCO’s overall staffing per population served is below average compared with the market. K&A considers that the current staffing allocation in this functional area is justified by Sonoma LAFCO’s proactive operational mandates and overall staffing per population served and is also consistent with the trend of market growth.

While the staffing allocation is justifiable, the structure of an advanced-level position (Assistant Executive Officer) and an entry-level position (Analyst I) combined with the lack of LAFCO-specific job descriptions creates an organizational gap. The study found that four comparators have Analyst classification series; one agency (Orange) has a series that include entry level, journey level, and advanced journey level classifications and three agencies have entry and journey level classifications. These agencies do not have positions allocated at all classification levels within their series, but the existence of a series defines a potential career development progression which supports retention and succession planning efforts. In addition to the Senior Analyst (advanced-level) job description referenced above, K&A also developed job descriptions for an Analyst II (journey-level) and Analyst I (entry-level). In order to outline a progression of duties, knowledges, abilities, and qualifications for each level, K&A looked in detail at the types of project assignments assigned to entry, journey, and advanced level positions across the comparator agencies as well as the assignments described in the Sonoma LAFCO staff PAQs. As certain types of applications are more complex in some LAFCOs than others depending on local conditions, K&A identified general characteristics for each level as well as examples of specific types of projects. Table 6 summarizes common themes of characteristics and examples of types of assignments by level.

Table 6. Characteristics and examples of types of assignments by level

Analyst Classification Level	Typical Assignment Characteristics	Project Examples
Entry-level Analyst (college degree with no prior analytical work experience)	<ul style="list-style-type: none"> • Data collection such as agency capacity, land use designation history • Review of applications focusing on data verification and research 	<ul style="list-style-type: none"> • Outside Service Area Requests • Annexation Requests (such as additions to sanitary districts)
Journey-level Analyst (at least 2 years general analytical experience)	<ul style="list-style-type: none"> • Analysis of applications for conformation to LAFCO policies • Development of informed recommendations • Development of draft reports or report components 	<ul style="list-style-type: none"> • Outside Service Area Requests • Annexation Requests • MSRs (draft agency profiles) • SOI reviews
Advanced-level Analyst (2 or more years of LAFCO-specific experience)	<ul style="list-style-type: none"> • Review/coordinate consultant work • Analysis for compliance with CEQA, LAFCO policies • Analysis of terms and conditions 	<ul style="list-style-type: none"> • MSRs • SOIs • Consolidations/Dissolutions • Projects with multiple agreements

As an alternative to a flexibly-staffed Analyst I/II (entry/journey level), Alameda, Marin, and Solano LAFCOs have added Analyst/Clerk positions. However, these LAFCOs meet every other



month, whereas Sonoma LAFCO meets monthly. As discussed more fully below, Sonoma’s Assistant Executive Officer and Analyst have had to absorb some Clerk’s duties due to the reduction of the position allocation and there are a number of on-going administrative needs that are not fully supported. Given the focus on use of in-house resources for most studies including MSRs, Sonoma LAFCO has more need for additional staffing in the administrative functional area in order not to impact analytical and project delivery support.

Proposed job descriptions for Analyst I and Analyst II are provided in Appendix III. Together with Senior Analyst, these job descriptions outline duties, knowledges, abilities, and qualifications that provide progressive expectations for each level that are specific to LAFCO needs and also consistent with the County general classifications. Having defined expectations for each level will provide better support for clear and objective appraisal of employee performance and the development of training plans and succession planning.

Administration

Figure 3: Administrative Function Organization Chart



Role and responsibilities of the Administrative function

The Administrative functional area is responsible for the Commission support, including agenda preparation and distribution, minutes, and legal noticing. This area is also responsible for general administrative support, including application intake processing and tracking, accounts payable and receivable, purchasing, web site content management, and records management.

Staffing

Table 7 shows a staffing analysis of this area by budgeted FTE and percentage compared to the market.

Table 7. Staffing Analysis – Administration

	Sonoma LAFCO FTE	Sonoma LAFCO Staffing (% of Total Sonoma LAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Agency Staff)
Administration Totals	.5	16%	.80	27%
Commission Clerk	.5	16%	.75	25%
Administrative Assistant	0	0%	.05	2%



Organizational Structure Observations and Common Market Practices

Overall, based on the services provided, Sonoma LAFCO staffing of the administrative functional area is below the staffing levels in the comparable agencies. The Commission Clerk position was reduced from .75 to .50 FTE in 2018. Approximately 30% of the incumbent’s time is spent on Commission meeting support (Sonoma LAFCO meetings are normally held monthly); 25% on application intake processing and tracking, and 20% on accounts payable, receivable, and purchasing. Both the Assistant Executive Officer and the Analyst reported spending 10% of time absorbing some of these duties during periods when the Clerk is not in the office. Administrative tasks that are not able to be fully supported include digitization of Sonoma LAFCO records, enhancements to the website for greater user-friendliness, and revisiting and updating of adopted policy and procedural manuals.

K&A recommends that the Commission Clerk position allocation be increased to 1.0 FTE. A partial job description listing LAFCO-specific duties for the Clerk was developed in 2018; K&A has developed an expanded description including knowledges, skills, and qualifications. The proposed job description is provided in Appendix III.

Table 8 summarizes proposed staffing changes by functional area in comparison to the market. Shifting from Assistant Executive Analyst to Senior Analyst slightly reduces the allocation for the Management functional area, bringing it more in line with the market. The Analysis/Project Delivery area is not significantly changed; although above market, the level of staffing for this functional area is supported by Sonoma LAFCO’s reliance on in-house staff for most project work. The increase in Administrative staffing brings this functional area to market average, which will reduce diversion of resources from the Analysis/Project Delivery area.

Table 8. Summary of Proposed Staffing by Functional Area

Functional Area	Proposed SC LAFCO Staffing FTE	Proposed SC LAFCO Staffing (% of Total LAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Staff)
Management	1.2	32%	1.2	40%
➤ LAFCO Executive Officer	1			
➤ LAFCO Senior Analyst	.2			
Analysis/Project Delivery	1.5	41%	1.0	33%
➤ LAFCO Senior Analyst	.6			
➤ LAFCO Analyst I/II	.9			
Administration	1	27%	.8	27%
➤ Commission Clerk	1			
Total FTE	3.7		3.0	

The percentages reported are rounded up; the cumulative total is 100%.



CLASSIFICATION

Job Descriptions

Job descriptions were developed for all positions, to ensure that the body of work performed by each Sonoma LAFCO position was appropriately reflected and supported the operational needs of Sonoma LAFCO. The basic concepts outlined in Appendix IV were utilized. The recommended job descriptions are included in Appendix III of this report.

As mentioned earlier, the job descriptions are based upon the information from the written PAQs completed by each employee, the individual job audit interviews, and from information provided by employees and managers during the review processes. These descriptions provide:

- A written summary documenting the work performed and/or proposed by the incumbents;
- Distinctions among the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

OPERATIONAL PRACTICES AND TRENDS

K&A collected information on operational practices and trends in the following areas that were indicated to be of interest based on staff interviews:

- Community Outreach
- Level of CALAFCO Involvement
- Recruiting Practices
- Future Trends and Challenges

Outreach

K&A looked at ways in which comparator LAFCOs reach out to agencies in their counties to provide information about LAFCO activities and communicate the value of LAFCO. Sonoma LAFCO's practice has been to meet individually with City Managers and/or other City Councils annually, to the extent possible. Six comparators (Contra Costa, Marin, Orange, San Mateo, Santa Cruz, and Solano) reported that City Managers/County Administrator in their counties met regularly together and that the LAFCO Executive Officers met with these groups at least once a year and more frequently in a few cases. Four comparators (Alameda, Marin, San Luis Obispo, and Ventura) reported that they typically met with City Managers and/or City Councils to kick off MSR updates. Eight comparators (Alameda, Contra Costa, Marin, Monterey, Orange, San Luis Obispo, San Mateo, and Santa Cruz) reported participating several times a year to monthly in meetings with California Special District Association chapters in their counties. Additional approaches to community outreach reported by Marin, Napa, San Luis Obispo, and Solano LAFCOs included meetings with special interest groups such as the Fire Chiefs Association, realtor



groups, and transportation agencies. Napa LAFCO recently established an Outreach Committee to develop a strategy and goals for communication. Orange LAFCO recently completed a Communications Assessment study which provided recommendations for improving how they use their website, social media, and publications such as newsletters and fact sheets to let agencies and the public know about the resources their LAFCO provides. Based on these findings, K&A recommends that Sonoma LAFCO consider expanding outreach to include participation in city manager and special district association meetings and also consider establishing an Outreach Committee to develop a strategy and goals for communicating the value of LAFCO in ways that are appropriate to Sonoma County.

Level of CALAFCO Involvement

CALAFCO provides educational, networking, technical, and legislative resources for all LAFCOs in the state. All the comparator LAFCOs and Sonoma LAFCO look to CALAFCO as a primary resource for staff training and have participated in their conferences and workshops. Currently, all comparators are participating in CALAFCO's regular remote meetings for LAFCO Executive Officers and for Clerks as a resource during the pandemic. Sonoma LAFCO has had a higher level of involvement with the Assistant Executive Officer's service on CALAFCO's Legislative Committee, which ended with her recent retirement. Eight comparators (Alameda, Contra Costa, Marin, Monterey, San Luis Obispo, San Mateo, Solano, and Ventura) reported staff members currently or in the recent past serving on CALAFCO committees, planning and/or hosting conferences and workshops, or serving as volunteer CALAFCO staff and six comparators (Contra Costa, Napa, Orange, San Luis Obispo, and Santa Cruz) have Commissioners serving on committees or on the CALAFCO Board. Solano LAFCO also reported participating in regular meetings with other Bay Area LAFCOs with their Commission also encouraging outreach to the adjacent Central Valley LAFCOs. LAFCOs with committee involvement estimated their time commitment to CALAFCO activities at approximately 10-15%, whereas LAFCOs with participation limited to on-line meetings and trainings estimated a time commitment up to approximately 5%. Sonoma LAFCO's level of involvement prior to the Assistant Executive Officer's retirement was approximately 10%. Overall, participation in CALAFCO is seen by comparator LAFCOs as an important resource for training and networking and an opportunity for combining viewpoints and influence to communicate LAFCO issues to the State legislature. K&A finds that involvement of up to 5% of staff time in CALAFCO training and networking activities is a standard organizational practice in the market and further recommends that Sonoma LAFCO consider future opportunities for additional participation by staff and/or Commissioners.

Recruiting Practices

Due to the current vacancy, Sonoma LAFCO expressed interest in methods for recruiting staff including pipelines for qualified candidates. In general, LAFCO recruitments are less frequent as LAFCOs tend to have small staffs with limited turnover. Two comparators (Santa Cruz and Solano) are currently recruiting as independent agencies, Napa completed a recruitment through their County's Human Resources Department in 2018, and four comparators (Alameda, Marin, San Luis Obispo, and Santa Cruz) plan to recruit later in the fiscal year (Alameda will also recruit through their County's HR process). Recruiting methods focused on the use of public sector job boards



such as NEOGOV or governmentjobs.com, local government websites, and CALAFCO, CSDA, and California State Association of Counties (CSAC) websites. None of the comparators mentioned use of outside search firms in their recruitment practices. The typical candidate pipeline is from county, city, or special districts. Preferred experience included regional planning, accounting and finance, economic development, or any related area of general government policy experience.

Future Trends and Challenges

Although each LAFCO was expected to have specific perspectives in this area based on local issues in their respective counties, K&A found several common themes. Most frequently expressed was the expectation of having to address fiscal and service delivery impacts as the result of COVID-19 in future MSRs. Several LAFCOs anticipated a potential growth in demand for MSRs from special districts as an opportunity for them to demonstrate their value to the community and possibly to look at more resource-sharing between agencies suffering financial impacts from loss of sales or hotel/entertainment tax revenue due to COVID-19. On the other hand, some cities may see participation in MSRs as less of a priority because of the need to focus staff resources on immediate service delivery. Also anticipated was a potential increase in consolidation or dissolution applications where agencies were already struggling financially prior to the pandemic. Overall, the expectation was that revenue streams for cities would experience more disruption than for special districts.

Another theme was the need for LAFCOs to be able to communicate their value to the community and set a model for good government. Several LAFCOs touched on experience with communication software (website and social media tools) and resourcefulness in finding new methods for outreach as being important skill sets to look for in recruiting staff. A majority of agencies (Alameda, Marin, Monterey, Orange, San Luis Obispo, Santa Cruz, Solano, and Ventura) are actively engaged in reviewing/updating application and administrative policies and procedures. Comments focused on increasing efficiency and effectiveness in processing applications to reach decision points, making sure that application questions are well-designed to obtain the level of information needed, and making sure that MSRs/SOIs are relevant and give LAFCOs more ability to recommend changes.

Several LAFCOs also saw affordable housing as an on-going issue with potential future workload impact as a result of new and pending State housing-related legislation. While LAFCOs do not have direct involvement in determining land use per State law, housing issues are becoming a driver for some development/annexation projects. LAFCOs have the ability to facilitate projects that attempt to address housing issues and provide economic growth opportunities but also the responsibility for maintaining appropriate preservation of agricultural land and/or open space. They also have the responsibility to point out the need to address factors such as increased cost of services without increased revenue.

Sonoma LAFCO can expect to continue to face such challenges and should consider these trends as it looks at its operational and staffing needs. No agencies reported any specific operational or staffing changes in response to these trends as yet, but these are factors for Sonoma LAFCO to consider in future decision making. In general, Sonoma LAFCO can expect to need to consider



these issues in determining which MSRs and SOIs to target in the future and to continue to educate the public and other agencies about LAFCO.

CONCLUSION

This organizational review and staffing assessment provides specific recommendations for staffing allocations and job descriptions, as well as providing general information on operational practices and trends for Sonoma LAFCO to consider in making future decisions to best support Sonoma LAFCO's strategic planning priorities. A summary of all recommendations can be found in Appendix I.

It has been a pleasure working with Sonoma LAFCO on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,
Koff & Associates

A handwritten signature in purple ink, appearing to read 'Katie Kaneko'.

Katie Kaneko
President



Appendix I

Summary of Recommendations

Local Agency Formation Commission of Sonoma County
Organizational and Staffing Assessment Study
Appendix I: Summary of Recommendations

Priority: High (H)
Medium (M)
Low (L)

Target Completion Date: To be determined by Sonoma LAFCO

	Priority	Date	Recommendation
1	H		Adopt LAFCO-specific jobs description for Senior Analyst, Analyst II, Analyst I, and Commission Clerk
2	H		Increase the staffing allocation for Commission Clerk from .5 FTE to 1.0 FTE
3	H		Expand outreach activities to include participation in city manager and special district association meetings.
4	M		Establish an Outreach Committee to develop a strategy and goals for communicating the value of LAFCO.



Appendix II

Market Staffing Analysis

**Local Agency Formation Commission of Sonoma County
Organizational and Staffing Assessment Study
Appendix II: Market Staffing Analysis**

	Sonoma Co LAFCO FTE	% of Total Agency Staffing	Alameda Co LAFCO FTE	% of Total Agency Staffing	Contra Costa Co LAFCO FTE	% of Total Agency Staffing	Marin Co LAFCO FTE	% of Total Agency Staffing	Monterey Co LAFCO FTE	% of Total Agency Staffing	Napa Co LAFCO FTE	% of Total Agency Staffing	Orange Co LAFCO FTE	% of Total Agency Staffing
Management	1.4	43.8%	1.0	50.0%	1.0	66.7%	1.0	33.3%	1.5	33.3%	1.0	36.4%	1.5	30.0%
Executive Officer	1	31.3%	1	50.0%	1	66.7%	1	33.3%	1	22.2%	1	36.4%	1	20.0%
Assistant/Deputy Executive Officer ¹	0.4	12.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.5	10.0%
Senior Analyst ²	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.5	11.1%	0	0.0%	0	0.0%
Professional	1.3	40.6%	0.5	25.0%	0	0.0%	1.5	50.0%	1.5	33.3%	1	36.4%	2.5	50.0%
Assistant/Deputy Executive Officer	0.4	12.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.5	10.0%
Senior Analyst	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1.5	33.3%	0	0.0%	0	0.0%
Analyst	0.9	28.1%	0.5	25.0%	0	0.0%	1.5	50.0%	0	0.0%	1	36.4%	2	40.0%
Administrative	0.5	15.6%	0.5	25.0%	0.5	33.3%	0.5	16.7%	1.5	33.3%	0.75	27.3%	1	20.0%
Commission Clerk	0.5	15.6%	0.5	25.0%	0.5	33.3%	0.5	16.7%	1	22.2%	0.75	27.3%	1	20.0%
Administrative Assistant	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.5	11.1%	0	0.0%	0	0.0%
Total Staff	3.2	100.0%	2	100.0%	1.5	100.0%	3.0	100.0%	4.5	100.0%	2.75	100.0%	5	100.0%

Notes

- 1 - Assistant Executive Officer level assigned .5 to Management functional area and .5 to Analysis/Project Management functional area
- 2 - Senior Analyst level assigned .25 to to Management functional area and .75 to Analysis/Project Management functional area
- 3- San Luis Obispo: EO retires end of July 2020, Commission has appointed Deputy EO to succeed to EO
- 4- Solano: Analyst position including Clerk duties added in FY20 Budget

**Local Agency Formation Commission of Sonoma County
Organizational and Staffing Assessment Study
Appendix II: Market Staffing Analysis**

	Sonoma Co LAFCO FTE	% of Total Agency Staffing	San Luis Obispo Co LAFCO FTE 3	% of Total Agency Staffing	San Mateo Co LAFCO FTE	% of Total Agency Staffing	Santa Cruz Co LAFCO FTE	% of Total Agency Staffing	Solano Co LAFCO FTE 4	% of Total Agency Staffing	Venture Co LAFCO FTE	% of Total Agency Staffing	Market Average FTE	Market Average Staffing % (% of Total Market Average FTE)
Management	1.4	43.8%	1.5	50.0%	1.0	40.0%	1.0	50.0%	1	33.3%	1.5	50.0%	1.2	41.2%
Executive Officer	1	31.3%	1	33.3%	1	40.0%	1	50.0%	1	33.3%	1	33.3%	1.00	33.6%
Assistant/Deputy Executive Officer ¹	0.4	12.5%	0.5	16.7%	0	0.0%	0	0.0%	0	0.0%	0.5	16.7%	0.18	6.1%
Senior Analyst ²	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.05	1.5%
Professional	1.3	40.6%	0.5	16.7%	1	40.0%	0	0.0%	2	50.0%	0.5	16.7%	1.0	32.06%
Assistant/Deputy Executive Officer	0.4	12.5%	0.5	16.7%	0	0.0%	0	0.0%	0	0.0%	0.5	16.7%	0.14	4.58%
Senior Analyst	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%	0.23	7.63%
Analyst	0.9	28.1%	0	0.0%	1	40.0%	0	0.0%	0.5	16.7%	0	0.0%	0.59	19.85%
Administrative	0.5	15.6%	1	33.3%	0.5	20.0%	1	50.0%	1	16.7%	1	33.3%	0.8	26.72%
Commission Clerk	0.5	15.6%	1	33.3%	0.5	20.0%	1	50.0%	0.5	16.7%	1	33.3%	0.75	25.19%
Administrative Assistant	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.05	1.53%
Total Staff	3.2	100.0%	3	100.0%	2.5	100.0%	2	100.0%	3	100.0%	3	100.0%	3.0	100.00%

Notes

- 1 - Assistant Executive Officer level assigned .5 to Management functional area and .5 to Analysis/Project Management functional area
- 2 - Senior Analyst level assigned .25 to to Management functional area and .75 to Analysis/Project Management functional area
- 3- San Luis Obispo: EO retires end of July 2020, Commission has appointed Deputy EO to succeed to EO
- 4- Solano: Analyst position including Clerk duties added in FY20 Budget



Appendix III

Job Descriptions

Sonoma Local Agency Formation Commission (LAFCO)
Job Description: LAFCO Analyst I/II
(Sonoma County Classification: Administrative Analyst I/II)

DEFINITION

Under general supervision (LAFCO Analyst I) or direction (LAFCO Analyst II), performs professional work on a variety of projects involving research, data collection, analysis, and other related tasks in support of the Local Agency Formation Commission (LAFCO) of Sonoma County; responsible for a variety of specialized studies, report preparation and public contact; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision (LAFCO Analyst I) or direction (LAFCO Analyst II) from LAFCO Assistant Executive Officer. No direct supervision of staff is exercised.

CLASS CHARACTERISTICS

LAFCO Analyst I: This is the entry-level class in the LAFCO Analyst series. Initially under close supervision, incumbents learn LAFCO systems, operations, practices, and procedures. As experience is gained, assignments become more varied and are performed with greater independence. Positions at this level usually perform most of the duties required of the positions at the II level but are not expected to function at the same skill level and usually exercise less independent discretion and judgement in matter related to work procedures and methods.

LAFCO Analyst II: This is the journey-level class in the LAFCO Analyst series responsible for providing development, analysis, evaluation, and administration of LAFCO programs, policies, procedures, and services. The incumbent possesses specialized knowledge, including urban and regional planning, land development and environmental regulations. Positions at this level are distinguished from the I-level by the performance of the full range of duties as assigned, working independently, and exercising judgment and initiative. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit. Work is normally reviewed upon completion and for overall results.

The LAFCO Analyst series is flexibly staffed and positions at the II-level are normally filled by advancement from the I-level after gaining the knowledge, skill, and experience which meet the qualifications for and after demonstrating the ability to perform the work of the higher-level class.

The LAFCO Analyst II is distinguished from the LAFCO Senior Analyst in that the latter class routinely provides technical guidance and supervision to analytical and/or support staff and performs the most complex and highly sensitive body of analytical work with a high degree of independence.

TYPICAL TASKS

Some duties, knowledge, skills, and abilities may be performed in a learning capacity for entry-level (I Level) positions.

- Reviews and analyzes applications for Outside Service Area Authorization (OSAA) filed with LAFCO to determine compliance with state laws, local agency ordinances, and LAFCO policies; conducts detailed research and analysis using recorded documents, deeds, agreements, public archives, governmental agency records and the internet; makes recommendations and prepares and presents staff reports to Commission or LAFCO Executive Officer in written or oral form.
- Conducts research and analysis in response to written referrals from the County, city planning departments, special districts, and the general public regarding LAFCO policies, objectives, and previous actions; prepares reports for presentation and use by the Executive Officer, Commission Board, other agencies, applicants, and the general public.
- Reviews and analyzes applications for changes in local agency organization for compliance with state and local laws, including California Environmental Quality Act (CEQA), and LAFCO policies; communicates with applicant(s), affected agencies, and the public regarding the application process; prepares written reports; and prepares final documents for processing and records retention.
- Interprets and explains governmental regulations, policies and procedures to the public, governmental agencies, staff, and consultants.
- Acts as a liaison between the Commission, the general public, other governmental agencies, and organizations.
- 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.

EMPLOYMENT STANDARDS

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

LAFCO Analyst I: Equivalent to a bachelor's degree in public administration, city and regional planning or closely related field and two (2) years of professional land use planning or administering a public program or related experience.

LAFCO Analyst II: Equivalent to a bachelor's degree in public administration, city and regional planning or closely related field and four (4) years of professional land use planning or administering a public program or related experience.

Knowledge of:

- Principles and practices of program and general systems management.
- Operations and functions of local government.
- Principles and practices of research, report writing, and statistical applications.
- Communication techniques required for gathering, evaluating, and transmitting information.
- Computer applications related to the work, including word processing and basic methods of graphic presentations.

Ability to:

- Plan and organize research and perform statistical analysis related to administration, budget, and general management matters.
- 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.
- 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.
- Represent LAFCO and or act as LAFCO spokesperson.

PHYSICAL DEMANDS

- Mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and visit various County sites; primarily a sedentary office classification although standing in work areas and walking between work areas may be required.
- Vision to read printed materials and a computer screen.
- Hearing and speech to communicate in person and over the telephone.
- Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment.

ENVIRONMENTAL CONDITIONS

- Office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances.
- Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures

Sonoma Local Agency Formation Commission (LAFCO)
Job Description: LAFCO Commission Clerk
(Sonoma County Classification: Administrative Aide)

DEFINITION

Under general supervision, provides skilled clerical and administrative support and serves as Clerk to the Local Agency Formation Commission (LAFCO), and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from LAFCO Executive Officer. No direct supervision of staff is exercised.

DISTINGUISHING CHARACTERISTICS

This is a journey-level classification responsible for providing skilled administrative and technical support to the LAFCO program requiring comprehensive knowledge of subject matter and organizational activities. Positions at this level perform the full range of duties as assigned, working independently, and exercising judgment and initiative; receive only occasional instruction or assistance as new or unusual situations arise; and are fully aware of the operating procedures and policies of the work unit.

TYPICAL TASKS

Commission Support:

- Prepares, organizes, prints, and distributes the agenda for LAFCO Board meetings, including preparation of the preliminary agenda; assembles and copies agenda material and supporting documents; arranges for the distribution agenda materials to Board Commissioners, staff, and others.
- Attends Board meetings and transcribes meeting minutes to create the official record; indexes, retrieves, and provides for retention of documents related to LAFCO and LAFCO Board proceedings; ensures documents are in the correct format, includes required attachments, and obtains appropriate signatures prior to recording or sending elsewhere for further action.
- Prepares, publishes, posts, and sends out a variety of notices along with materials related to agenda items to the public, news media, and other interested parties based on State law.
- Completes and processes a wide variety of technical and complex documents related to the work of the Commission; reviews finished materials for completeness, accuracy, format, compliance with policies and procedures and appropriate English language.
- May organize and schedule public hearings, committee meetings, and other group meetings; may arrange for meeting location and notification to participants; may prepare materials and follow-up on actions after such meetings.

Administrative Support:

- Receives and responds to in-person and/or telephone inquiries from the public and/or from representatives of other public agencies; directs inquiries to appropriate staff for follow-up as needed.
- Reviews LAFCO applications for completeness and consistency with filing requirements per State law and LAFCO policies; processes application payments/fees.
- Creates and maintains databases for tracking application and project activities and retrieves information.
- Oversees and maintains the Sonoma LAFCO website; remediates meeting and project documents for publication to ensure document compliance with Americans with Disabilities Act (ADA) regulations.
- Maintains document management system, office files and records; establishes controls on correspondence and materials with deadlines and expiration dates.
- Oversees purchasing of office materials and handles accounts receivable and payable through County's Enterprise Financial System,
- Creates mailing lists and labels using a variety of information sources and software programs such as word processing, databases, spreadsheets, and Geographic Information Systems (GIS).
- Prepares a variety of correspondence, policies, procedures, informational handouts, and/or other documents independently or for edit by other staff.
- May confer with Commission staff and others to gather necessary information and assist in the preparation of reports and recommendations.
- Interacts with LAFCO staff, County departments, other agencies and public entities, and other county LAFCOs; participates in LAFCO-related organizations and professional associations.
- Performs other related duties as required.

EMPLOYMENT STANDARDS:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from the twelfth (12th) grade AND four (4) years of increasingly responsible office administrative and/or secretarial experience, including the taking and transcribing of meeting minutes. College or business school training in a field related to the work is desirable and may be substituted for the experience on a year-for-year basis to a maximum of two (2) years. Experience in dealing with government and community contacts is desirable.

Knowledge of:

- Principles and practices of public administration, organization, and management.
- Practices of public agency meeting organization, coordination and record keeping.
- Functions and basic office operations of an administrative office.

- Records management and retention principles and practices, including legal requirements for recording, retention, storage, and disclosure.
- Modern office administrative practices and procedures, including filing systems, financial record keeping, reference sources, and preparation of correspondence and reports.
- Business letter writing and the standard format for reports and correspondence.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and LAFCO staff.
- Computer applications related to the work, including word processing, web design, database, and spreadsheet applications.
- Business mathematics and basic statistical techniques.

Ability to:

- Comprehend and take appropriate notes at LAFCO meetings and public hearings for which the content is varied and complex.
- Interpret, evaluate, select, organize, and condense a variety of discussions to prepare the official minutes of LAFCO meetings and public hearings.
- Provide administrative and secretarial assistance to management.
- Organize work, set priorities, meet critical deadlines, and follow-up on assignments.
- Use initiative and independent judgement within established guidelines.
- Communicate effectively in providing information and assisting callers and visitors.
- Establish and maintain effective working relationships.
- Prepare a variety of financial and database reports, resolutions, correspondence, and other written materials.
- Organize, maintain, and update office database and records systems.
- Make mathematical calculations with speed and accuracy.
- Operate and maintain modern office equipment, including computer equipment and specialized software applications programs.
- Interpret and apply LAFCO-specific laws and ordinances, office policies and procedures.

PHYSICAL DEMANDS

- Mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and visit various County sites; primarily a sedentary office classification although standing in work areas and walking between work areas may be required.
- Vision to read printed materials and a computer screen.
- Hearing and speech to communicate in person and over the telephone.
- Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment.

ENVIRONMENTAL CONDITIONS

- Office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances.
- Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing LAFCO policies and procedures.

Sonoma Local Agency Formation Commission (LAFCO)
Job Description: LAFCO Senior Analyst
(Sonoma County Classification: Administrative Analyst III)

DEFINITION

Under general direction, performs professional work on a variety of projects involving research, data collection, analysis, and other related tasks in support of the Local Agency Formation Commission (LAFCO) of Sonoma County; responsible for a variety of specialized studies, report preparation and public contact; manages specific functions as assigned; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from LAFCO Executive Officer. Exercises technical and functional direction over and provides training to lower-level staff.

CLASS CHARACTERISTICS

This is the advanced journey level responsible for conducting analyses and leading projects requiring thorough knowledge of complex and changing laws and administrative regulations. Performance of the work requires the use of considerable independence, initiative, and discretion within established guidelines. The LAFCO Senior Analyst differs from the LAFCO Executive Officer in that the LAFCO Executive Officer has overall responsibility for all functions and activities of the LAFCO program under policy direction from the Commission.

TYPICAL TASKS

- Performs major proposal analysis, gathers, and analyzes information related to LAFCO applications; prepares background reports and preliminary recommendations; and reports orally and in writing to the Commission on proposals.
- Ensures compliance with the California Environmental Quality Act (CEQA), reviews proposals for adequacy of environmental review documents; reviews and prepares comments on initial studies, negative declarations, and EIRs prepared by other agencies; and conducts initial studies, prepares negative declarations and other environmental documents when LAFCO is the lead agency.
- Plans and organizes the activities of staff on projects identified by the LAFCO Executive Officer.
- Reviews and researches legislative topics, problems in local government, and performs other special assignments.
- Represents LAFCO matters before various public and private policy making boards and agencies and makes presentations to LAFCO or other local governments at public hearings.

- Conducts studies, prepares reports and makes recommendations on proposals submitted to LAFCO involving jurisdictional/boundary changes for cities or special districts.
- Oversees contracts and consultants related to special studies.
- Trains lower level professional and/or support staff.
- Acts as liaison between the Commission, the general public, and other governmental agencies; explains LAFCO laws, policies and procedures to the public, community organizations, government agencies and the media.
- Keeps abreast of new trends and developments related to LAFCO's activities, rules, and regulations.
- Participates in LAFCO related organizations and professional associations.
- May act in place of the Executive Officer in his or her absence.
- Performs related duties as required.

EMPLOYMENT STANDARDS

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to a bachelor's degree in public administration, city and regional planning or closely related field and five (5) years of professional land use planning or administering a public program or related experience, including at least two (2) years of experience with a LAFCO agency.

Knowledge of:

- Applicable local, state, and federal law guidelines and standards including those related to a Local Agency Formation Commission and environmental protection.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned area of responsibility.
- Urban and regional planning principles, practices, and techniques.
- Principles of organization, administrative, and program management.
- Operations and functions of local government.
- Principles and practices of research, report writing, and statistical applications.
- Communication techniques required for gathering, evaluating, and transmitting information.
- Computer applications related to the work, including word processing and basic methods of graphic presentations.

Ability to:

- Manage and coordinate large projects and studies.
- Understand, interpret, and apply laws, policies, and procedures.
- Make independent decisions and accurate assessments.
- Develop creative and practical solutions to complex problems.
- Analyze, prepare, and present comprehensive reports.
- Understand, interpret, and apply laws, policies, and procedures.
- Organize public hearings and speak effectively in public.
- Collect, interpret, and evaluate data of a complex and specialized nature.
- 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.
- Effectively represent the agency in meetings with governmental agencies, community groups, various business, professional, and regulatory organizations, and in meetings with individuals.

PHYSICAL DEMANDS

- Mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and visit various County sites; primarily a sedentary office classification although standing in work areas and walking between work areas may be required.
- Vision to read printed materials and a computer screen.
- Hearing and speech to communicate in person and over the telephone.
- Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment.

ENVIRONMENTAL CONDITIONS

- Office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances.
- Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures



Appendix IV

Classification Guidelines



CLASSIFICATION

Classification Concepts: Positions vs. Classifications

“Position” and “Classification” are two terms that are often used interchangeably but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular or temporary, filled or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical) that the same core knowledge, skills, abilities, and other requirements are appropriate for all positions, and that the same salary range is equitable for all positions in the class.

The description of a position often appears as a working desk manual, going into detail regarding work process steps, while a class description emphasizes the general scope and level of responsibilities, plus the knowledge, skills, abilities, and other requirements for successful performance.

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as knowledge, skills, and abilities required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), and the impact of the position on the organization and working conditions.

Just as there is a difference between a position and a class, there is also a difference between a position description and a class description. A position description, often known as a “desk manual”, generally lists each duty an employee performs and may also have information about how to perform that duty. A class description normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class description, which is intended to be broader, more general and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, not detail-specific position responsibilities.

The Relationship Between Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class



depends upon an understanding of what that work is and what it requires (as noted above), compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

The Purpose of Having a Classification Plan

A position classification plan provides an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of training plans and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and the management of change; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a position classification plan can also effectively support systems of administrative and fiscal control. Grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.

Within a position classification plan, job classifications can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad job classifications are indicated when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of SC LAFCO, the department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a department or an organization due to changing programs, technologies, or workload.

Individualized job classifications are indicated when:

- There is an immediate need to recruit for specialty knowledge and skills;
- There is a minimum of time or capability for on-the-job training; or
- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most classification plans are a combination of these two sets of factors and we have chosen the middle ground in this study as being most practicable in SC LAFCO's changing environment and service delivery expectations, as well as being in line with SC LAFCO's strategic plan.



Classification Descriptions

Class descriptions are based upon the information from the written PDQs completed by each employee, the individual job audit interviews (if required), and from information provided by employees and managers during the review processes. These descriptions provide:

- A written summary documenting the work performed and/or proposed by the incumbents of these classifications;
- Distinctions among the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a class description. A position description, often known as a “desk manual”, generally lists each duty an employee performs and may also have information about how to perform that duty. A class description normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class description, which is intended to be broader, more general and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, not detail-specific position responsibilities.

The sections of each class description are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the classification plan and the occupational area.

- The title of a classification is normally used for organization, classification, and compensation purposes within SC LAFCO. Often working titles are used within a department to differentiate an individual. All positions have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with an appropriate individual. Working titles should be authorized by Human Resources to ensure consistency within SC LAFCO and across departmental lines.

Definition: This provides a capsule description of the job and should give an indication of the type of supervision received, the scope and level of the work and any unusual or unique factors. The phrase “performs related work as required” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.

Supervision Received and Exercised: This section specifies which class or classes provide supervision to the class being described and the type and level of work direction or supervision provided to this class. The section also specifies what type and level of work direction or



supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization and alludes to possible career advancement opportunities.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.

Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including Knowledge and Skills. This list is meant to be illustrative only. It should be emphasized that the description is a summary document, and that duties change depending upon program requirements, technology, and organizational needs.

Qualifications: This element of the description has several sections:

- A listing of the job-related knowledge and skills required to successfully perform the work. They must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge (intellectual comprehension) and Abilities (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.
- A listing of educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used as the basic screening technique for job applicants.
- Licenses and/or certifications identify those specifically required in order to perform the work. These certifications are often required by an agency higher than SC LAFCO (i.e., the State), and can therefore be appropriately included as requirements.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of pre-employment physical examination (lifting requirements and other unusual characteristics are included, such as “finger dexterity needed to access, enter, and retrieve data using a computer keyboard”) and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Working Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples are loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.



Fair Labor Standards Act

One of the major components of the job analysis and classification review is the determination of each classification's appropriate Fair Labor Standards Act (FLSA) status, i.e., exempt vs. non-exempt from the FLSA overtime rules and regulations.

As we review position description questionnaires and notes from the interviews, we analyze each classification's essential functions to determine FLSA status. There are three levels for the determination of the appropriate FLSA status that are utilized and on which we base our recommendations. Below are the steps used for the determination of Exempt FLSA status.

Salary Basis Test: The incumbents in a classification are paid at least \$684 per week (\$35,568 per year), not subject to reduction due to variations in quantity/quality of work performed. Note: computer professionals' salary minimum is defined in hourly terms as \$46.55 per hour.

Exemption Applicability: The incumbents in a classification perform any of the following types of jobs:

- **Executive:** Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry particular weight regarding employment status. Examples: executive, director, owner, manager, supervisor.
- **Administrative:** Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment. Examples: coordinator, administrator, analyst, accountant.
- **Professional:** Employee who primarily performs work requiring advanced knowledge/education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction. Examples: attorney, physician, statistician, architect, biologist, pharmacist, engineer, teacher.
- **Computer professional:** Employee who primarily performs work as a computer systems analyst, programmer, software engineer or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional specifications; b) design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance



of which requires the same level of skills. Examples: system analyst, database analyst, network architect, software engineer, programmer.

Job Analysis: A thorough job analysis of the job duties must be performed to determine exempt status. An exempt position must pass both the salary basis and duties tests. The job analysis should include:

- Review of the minimum qualifications established for the job;
- Review of prior class descriptions, questionnaires, and related documentation;
- Confirmation of duty accuracy with management; and
- Review and analysis of workflow, organizational relationships, policies, and other available organizational data.

Non-exempt classifications work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which incumbents work is fairly restrictive and finite. (Please note that FLSA does not allow for the consideration of workload and scheduling when it comes to exemption status).

Finally, often times a classification performs both non-exempt and exempt duties, so we analyze time spent on each type of duties. If a classification performs mostly non-exempt duties (i.e. more than 50% of his or her time), then the classification would be considered non-exempt.

Classification Structure and Allocation Factors

The proposed classification plan provides SC LAFCO with a systematic classification structure based on the interrelationship between duties performed, the nature and level of responsibilities, and other work-related requirements of the jobs.

A classification plan is not a stable, unchanging entity. Classification plans may be updated and revised by conducting classification studies that are organizational wide (review of the all classifications and positions) or position-specific. The methodology used for both types of studies is the same, as outlined above.

For either type of study, when identifying appropriate placement of new and/or realigned positions within the classification structure, there are general allocation factors to consider. By analyzing these factors, SC LAFCO will be able to change and grow the organization while maintaining the classification plan.

1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the job experience, and required certification or professional registration. The varying levels are as follows:



A. The entry-level into any occupational field

This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical course work, or obtaining a four-year or advanced college or university degree. Little to no experience is required.

B. The experienced or journey-level (fully competent-level) in any occupational field

This knowledge and skill level recognizes a class that is expected to perform the day-to-day functions of the work independently, but with guidelines (written or oral) and supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved. Supervisory knowledge and skills are considered in a separate factor and should not influence any assessment of this factor.

2. Supervisory/Management Responsibility

This factor defines the staff and/or program management responsibility, including short and long-range planning, budget development and administration, resource allocation, policy and procedure development, and supervision and direction of staff.

A. No ongoing direction of staff

The employee is responsible for the performance of his or her own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff or program coordination

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved. If staff direction is not involved, the employee must have responsibility for independently coordinating one or more programs or projects on a regular basis.

C. Full first-line supervisor

The employee performs the supervisory duties listed above, and, in addition, makes effective recommendation and/or carries out selection, performance evaluation, and disciplinary procedures. If staff supervision is not involved, the employee must have



programmatic responsibility, including development and implementing goals, objectives, policies and procedures, and budget development and administration.

D. Manager

The employee is considered management, often supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include allocating staff and budget resources among competing demands and performing significant program and service delivery planning and evaluation. This level normally reports to the Executive Officer.

E. Executive Management

The employee has total administrative responsibility for SC LAFCO and reports to the Commission.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or position they are filling. Initially under close supervision, incumbents learn to apply concepts and work procedures and methods in assigned area of responsibility to resolve problems of moderate scope and complexity. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. As experience is gained, assignments become more varied and are performed with greater independence.

B. General Supervision

General supervision is usually received by the experienced and journey-level employees, i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned classification. Incumbents are cross-trained to perform the full range of technical work in all of the areas of assignment.

At the experienced-level, positions exercise some independent discretion and judgment in selecting and applying work procedures and methods. Assignments and objectives are set for the employee and established work methods are followed. Incumbents have some flexibility in the selection of steps and timing of work processes.

Journey-level positions receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned projects, programs, and team(s). Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products. Work is typically reviewed upon completion for soundness,



appropriateness, and conformity to policy and requirements, and the methodology used in arriving at the end results are not reviewed in detail.

C. General Direction

General direction is usually received by senior level or management positions. Work assignments are typically given as broad, conceptual ideas and directives and incumbents are accountable for overall results and responsible for developing guidelines, action plans, and methods to produce deliverables on time and within budget.

D. Administrative and Policy Direction

Administrative direction is usually received by executive management classifications. The incumbent is accountable for accomplishing SC LAFCO -wide planning and operational goals and objectives within legal and general policy and regulatory guidelines. The incumbent is responsible for the efficient and economical performance of the organization's operations.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning, and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee.

A. Structured problem solving

Employees learn to apply concepts and work procedures and methods in assigned area of responsibility and to resolve problems and issues that are specific, less complex, and/or repetitive. Exceptions or changes in procedures are explained in detail as they arise.

B. Independent, guided problem solving

Work situations require making independent decisions among a variety of alternatives; however, policies, procedures, standards, and regulations and/or management are available to guide the employee towards problem resolution.

C. Application of discriminating choices

Work situations require independent judgment and decision-making authority when identifying, evaluating, adapting, and applying appropriate concepts, guidelines, references, laws, regulations, policies, and procedures to resolve diverse and complex problems and issues.

D. Creative, evaluative, or critical thinking

The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution.



5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory or managerial guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of his or her own work with little latitude for discretion or decision-making. Work is usually supervised while in progress and fits an established structure or pattern. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform independently on a day-to-day basis. Emergency or unusual situations may occur but are handled within procedures and rules. Impact of decisions is normally limited to the work unit, project, or program to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing techniques and deploying staff and material resources. Impact of decisions may have significant program or SC LAFCO -wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the SC LAFCO are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.

A. Exchange of factual information

The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.



B. Interpretation and explanation of policies and procedures

The employee is required to interpret policies and procedures, apply and explain them, and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout SC LAFCO.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of SC LAFCO.

D. Negotiation with organizations from a position of authority

The employee often deals with the Commission, elected officials, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of SC LAFCO, provide policy direction, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee's working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 25 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.



Based on the above factors, in the maintenance of the classification plan when an employee is assigned an additional duty or responsibility and requests a change in classification, it is reasonable to ask:

- What additional knowledge and skills are required to perform the duty?
- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
- Are the impacts of decisions greater because of this new duty (effects on staff, budget, SC LAFCO -wide activities, and/or relations with other agencies)?
- Are guidelines, policies, and/or procedures provided to the employee for the performance of this new duty?
- Is the employee interacting with internal and external stakeholders others more frequently or for a different purpose as a result of this new assignment?
- Have the working or physical conditions of the job changed as a result of this new assignment?

The analysis of the factors outlined above, as well as the answers to these questions, were used to determine recommended classifications for all SC LAFCO employees. The factors above will also help to guide the placement of specific positions to the existing classification structure and/or revision of entire classification structure in the future.