



**Local Agency
Formation Commission
of Santa Clara County**

777 North First Street
Suite 410
San Jose, CA 95112

SantaClaraLAFCO.org

Commissioners

Rich Constantine
Susan Ellenberg
Sequoia Hall
Sergio Jimenez
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

Alternate Commissioners

Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull
Executive Officer
Neelima Palacherla

**REGULAR MEETING
AUGUST 5, 2020 ▪ 1:15 PM
AGENDA**

Chairperson: Sergio Jimenez ▪ Vice-Chairperson: Susan Ellenberg

***** BY VIRTUAL TELECONFERENCE ONLY *****

Pursuant to the provisions of California Governor's Executive Order N-29-20, issued on March 17, 2020, this meeting will be held by teleconference only. No physical location will be available for this meeting. However, members of the public will be able to access and participate in the meeting.

PUBLIC ACCESS AND PUBLIC COMMENT INSTRUCTIONS

PUBLIC ACCESS

Members of the public may access and watch a live stream of the meeting on Zoom at <https://sccgov-org.zoom.us/j/96163460577>. Alternately, the public may listen in to the meeting by dialing (408) 638-0968 and entering **Meeting ID 96163460577#** when prompted.

WRITTEN PUBLIC COMMENTS may be submitted by email to LAFCO@ceo.sccgov.org. Written comments will be distributed to the Commission as quickly as possible. Please note that documents may take up to 24 hours to be posted to the agenda on the LAFCO website.

SPOKEN PUBLIC COMMENTS will be accepted through the teleconference meeting. To address the Commission, click on the link <https://sccgov-org.zoom.us/j/96163460577> to access the Zoom-based meeting.

1. You will be asked to enter an email address and name. We request that you identify yourself by name as this will be visible online and will be used to notify you that it is your turn to speak.
2. When the Chairperson calls for the item on which you wish to speak, click on "raise hand" icon. The Clerk will activate and unmute speakers in turn. Speakers will be notified shortly before they are called to speak.
3. When called, please limit your remarks to the time limit allotted (3 minutes).

NOTICE TO THE PUBLIC

1. Pursuant to Government Code §84308, no LAFCO commissioner shall accept, solicit, or direct a contribution of more than \$250 from any party, or his/her agent; or any participant or his /or her agent, while a LAFCO proceeding is pending, and for three months following the date a final decision is rendered by LAFCO. Prior to rendering a decision on a LAFCO proceeding, any LAFCO commissioner who received a contribution of more than \$250 within the preceding 12 months from a party or participant shall disclose that fact on the record of the proceeding. If a commissioner receives a contribution which would otherwise require disqualification returns the contribution within 30 days of knowing about the contribution and the proceeding, the commissioner shall be permitted to participate in the proceeding. A party to a LAFCO proceeding shall disclose on the record of the proceeding any contribution of more than \$250 within the preceding 12 months by the party, or his or her agent, to a LAFCO commissioner. For forms, visit the LAFCO website at www.santaclaralafco.org. No party, or his or her agent and no participant, or his or her agent, shall make a contribution of more than \$250 to any LAFCO commissioner during the proceeding or for 3 months following the date a final decision is rendered by LAFCO.
2. Pursuant to Government Code Sections 56100.1, 56300, 56700.1, 57009 and 81000 et seq., any person or combination of persons who directly or indirectly contribute(s) a total of \$1,000 or more or expend(s) a total of \$1,000 or more in support of or in opposition to specified LAFCO proposals or proceedings, which generally include proposed reorganizations or changes of organization, may be required to comply with the disclosure requirements of the Political Reform Act (See also, Section 84250 et seq.). These requirements contain provisions for making disclosures of contributions and expenditures at specified intervals. More information on the scope of the required disclosures is available at the web site of the FPPC: www.fppc.ca.gov. Questions regarding FPPC material, including FPPC forms, should be directed to the FPPC's advice line at 1-866-ASK-FPPC (1-866-275-3772).
3. Pursuant to Government Code §56300(c), LAFCO adopted lobbying disclosure requirements which require that any person or entity lobbying the Commission or Executive Officer in regard to an application before LAFCO must file a declaration prior to the hearing on the LAFCO application or at the time of the hearing if that is the initial contact. In addition to submitting a declaration, any lobbyist speaking at the LAFCO hearing must so identify themselves as lobbyists and identify on the record the name of the person or entity making payment to them. Additionally, every applicant shall file a declaration under penalty of perjury listing all lobbyists that they have hired to influence the action taken by LAFCO on their application. For forms, visit the LAFCO website at www.santaclaralafco.org.
4. Any disclosable public records related to an open session item on the agenda and distributed to all or a majority of the Commissioners less than 72 hours prior to that meeting are available for public inspection at the LAFCO Office, 777 North First Street, Suite 410, San Jose, California, during normal business hours. (Government Code §54957.5.)
5. In compliance with the Americans with Disabilities Act, those requiring accommodation for this meeting should notify the LAFCO Clerk 24 hours prior to the meeting at (408) 993-4705.

1. ROLL CALL

2. PUBLIC COMMENTS

This portion of the meeting provides an opportunity for members of the public to address the Commission on matters not on the agenda, provided that the subject matter is within the jurisdiction of the Commission. No action may be taken on off-agenda items unless authorized by law. Speakers are limited to THREE minutes. All statements that require a response will be referred to staff for reply in writing.

3. APPROVE MINUTES OF JUNE 3, 2020 LAFCO MEETING

ITEMS FOR ACTION / INFORMATION

4. COMPREHENSIVE ORGANIZATIONAL REVIEW AND ASSESSMENT STUDY: FINAL REPORT

Recommended Action

1. Adopt the Comprehensive Organizational Review and Assessment Study: Final Report.
2. Maintain the current 4 full-time equivalent staffing level for LAFCO, with an option for the Commission to consider the potential addition of 1 full-time equivalent in the future.
3. Implement the market salary adjustment for the LAFCO Executive Officer, as recommended in the Study.
4. Revise the LAFCO Executive Officer performance evaluation process to provide the Commission more autonomy in the evaluation/salary setting process, as recommended in the Study.
5. Create a LAFCO Assistant Executive Officer classification and implement the associated salary range for the new classification; and reclassify one current LAFCO Analyst to the new classification, as recommended in the Study.
6. Retitle and revise the current LAFCO Analyst classification to create a 3-level LAFCO Analyst (Associate/I/II) classification series and reclassify one current LAFCO Analyst to LAFCO Analyst II, as recommended in the Study.
7. Retitle and revise the current LAFCO Office Specialist classification to a LAFCO Clerk / Office Manager classification and implement the market salary adjustment for the position, as recommended in the Study.
8. Ensure that the current LAFCO Office Specialist is working in-class and not out-of-class in terms of responsibilities and tasks.
9. Review and revise the current LAFCO-County MOU to make class and compensation changes necessary to support LAFCO operations as recommended in the Study, and to continue a productive relationship with the County. The Committee agreed with the findings in the Study that the current LAFCO-County

MOU is not working optimally especially as it relates to the Executive Officer performance evaluation and salary.

10. Create a sub-committee composed of Finance Committee members and /or interested Commissioners to meet with appropriate County representatives and discuss the implementation of the above recommendations including the amendment of the LAFCO-County MOU.

5. UPDATE ON RANCHO RINCONADA RECREATION AND PARK DISTRICT SPECIAL STUDY & AMENDMENT OF CONSULTANT SERVICE AGREEMENT

Recommended Action

1. Accept the status report and provide direction, as necessary.
2. Authorize the LAFCO Executive Officer to amend the Berkson Associates service agreement, subject to LAFCO Counsel's review and approval, in order to (a) extend the agreement to June 30, 2021, and (b) include an additional \$5,000 in the contract, for a total contract amount not to exceed \$20,000.

6. ADOPTION OF AMENDED CONFLICT OF INTEREST CODE

Recommended Action: Adopt Resolution No. 2020-02 adopting LAFCO's amended Conflict of Interest Code.

7. LEGISLATIVE REPORT

7.1 LAFCO Position Letter on SB 414 (Caballero) Small System Water Authority Act of 2020

Recommended Action: Take an oppose position on SB 414 (Caballero) and direct staff to send letters of opposition to the author and the Assembly Appropriations Committee.

7.2 Report on CALAFCO Legislative Committee Meetings

For information only.

8. FY 2019-2020 ANNUAL REPORT

Recommended Action: Accept the FY 2019-2020 Annual Report.

9. CALAFCO RELATED ACTIVITIES

9.1 Nominations to the 2020/2021 CALAFCO Board of Directors

Recommended Action: Nominate interested commissioners and provide further direction to staff, as necessary.

9.2 Designate Voting Delegate

Recommended Action: Appoint voting delegate.

9.3 2020 CALAFCO Annual Conference Cancelled

For information only.

9.4 CALAFCO University Webinar Series

For information only.

9.5 CALAFCO Quarterly Report

For information only.

10. EXECUTIVE OFFICER'S REPORT

10.1 Presentations on LAFCO

For information only.

10.2 Inquiry from Homeowner in the Holiday Lake Estates Neighborhood on Sewer Connection

For information only.

10.3 Update on High Speed Rail Project

For information only.

10.4 Santa Clara County Special Districts Association Meeting

For information only.

10.5 Santa Clara County Association of Planning Officials Meeting

For information only.

10.6 Inter-Jurisdictional GIS Working Group Meeting

For information only.

11. PENDING APPLICATIONS / UPCOMING PROJECTS

12. COMMISSIONER REPORTS

13. NEWSPAPER ARTICLES / NEWSLETTERS

14. WRITTEN CORRESPONDENCE

15. ADJOURN

Adjourn to the regular LAFCO meeting on October 7, 2020 at 1:15 PM in the Board of Supervisors' Chambers, 70 West Hedding Street, San Jose.



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ITEM # 3

LAFCO MEETING MINUTES WEDNESDAY, JUNE 3, 2020

CALL TO ORDER

The meeting was called to order at 1:15 p.m.

Pursuant to the provisions of California Governor’s Executive Order N-29-20, issued on March 17, 2020, this meeting was held by teleconference only.

1. ROLL CALL

The following commissioners were present:

- Chairperson Sergio Jimenez
- Vice Chairperson Susan Ellenberg
- Commissioner Rich Constantine
- Commissioner Sequoia Hall
- Commissioner Linda J. LeZotte
- Commissioner Mike Wasserman
- Commissioner Susan Vicklund Wilson
- Alternate Commissioner Yoriko Kishimoto
- Alternate Commissioner Russ Melton
- Alternate Commissioner Terry Trumbull

The following commissioners were absent:

- Alternate Commissioner Cindy Chavez
- Alternate Commissioner Maya Esparza

The following staff members were present:

- LAFCO Executive Officer Neelima Palacherla
- LAFCO Assistant Executive Officer Dunia Noel
- LAFCO Analyst Lakshmi Rajagopalan
- LAFCO Clerk Emmanuel Abello
- LAFCO Counsel Mala Subramanian

with the County, and the County Controller's Office reconsidered certain charges which resulted in a lower overhead cost. She expressed appreciation to the Controller's Office staff for their cooperation in helping resolve the issue. She also expressed appreciation to the Finance Committee members for their work on the FY 2021 budget and work plan.

Commissioner Hall indicated that special districts would benefit from the reduced cost and expressed appreciation to staff and the Controller's Office. **Commissioner LeZotte** commended the Finance Committee for its excellent work. **Alternate Commissioner Melton** indicated that the final budget is identical to what was proposed except for a slight increase in the workers' compensation insurance and significant decrease in overhead cost, and acknowledged Ms. Palacherla and the Controller's Office for their work to lower the overhead cost which benefits the member agencies.

Chairperson Jimenez opened the public hearing, determined that there are no members of the public who would like to speak on the item, and closed the public hearing.

In response to an inquiry by **Commissioner Constantine**, Ms. Palacherla stated that the overhead cost amount charged by the County has fluctuated over the years and was unusually high for FY 2021. She informed that staff worked with the Controller's Office and it was determined that there were certain costs that were incorrectly assigned to LAFCO, and those costs were removed.

Alternate Commissioner Trumbull acknowledged the work of the Finance Committee.

The Commission:

1. Adopted the Final Budget for Fiscal Year 2020-2021.
2. Found that the Final Budget for Fiscal Year 2021 is expected to be adequate to allow the Commission to fulfill its statutory responsibilities.
3. Authorized staff to transmit the Final Budget adopted by the Commission including the estimated agency costs to the cities, the special districts, the County, the Cities Association and the Special Districts Association.
4. Directed the County Auditor-Controller to apportion LAFCO costs to the cities; to the special districts; and to the County; and to collect payment pursuant to Government Code §56381.

Motion: LeZotte

Second: Wasserman

AYES: Constantine, Ellenberg, Hall, Jimenez, LeZotte, Wasserman, Vicklund Wilson

NOES: None

ABSTAIN: None

ABSENT: None

MOTION PASSED

6. APPOINTMENT OF 2020 LAFCO VICE-CHAIRPERSON

Ms. Noel presented the staff report.

Commissioner Hall stated that former Commissioner Rob Rennie has demonstrated the political will to annex many urban pockets into Los Gatos to improve efficiency in service delivery, and **Commissioner Wasserman** expressed agreement.

Chairperson Jimenez noted that Mr. Rennie has attended LAFCO workshops and CALAFCO conferences and suggested that LAFCO recognize his contributions. Ms. Palacherla informed that it is a LAFCO practice to present commendations to outgoing LAFCO members for their service. She stated that LAFCO will honor Mr. Rennie’s service similarly, and that Mr. Rennie has indicated his preference to receive the commendation at the next in-person meeting rather than at a virtual meeting.

The Commission appointed Commissioner Susan Ellenberg as Vice-Chairperson for the remaining portion of 2020.

Motion: LeZotte

Second: Hall

AYES: Constantine, Ellenberg, Hall, Jimenez, LeZotte, Wasserman, Vicklund Wilson

NOES: None

ABSTAIN: None

ABSENT: None

MOTION PASSED

7. EXECUTIVE OFFICER’S REPORT

Ms. Noel reported that staff conducted an orientation session for Commissioner Constantine on June 1, 2020.

7.1 Comment Letter on County’s Proposed Agricultural Employee Housing Zoning Ordinance Amendments

Commissioner Hall informed that workers in agricultural operations provide essential services as they ensure the availability of food during the Covid-19 pandemic. He encouraged understanding of the need to house farm workers safely in the present situation. **Chairperson Jimenez** expressed appreciation to the County for its work to address the agricultural housing needs in the South County.

Commissioner Wasserman thanked Commissioner Hall for bringing up the matter and he informed that low-income agricultural workers are among those hardest hit by Covid-19’s economic impact as the reimbursement that they are eligible for does not pay for their cost of living. He requested the support of LAFCO members when the opportunity comes for providing safe and reliable water service to farm worker housing. He noted that the County and the State are both in support of that.

7.2 Update on Mountain Winery Annexation Project

In response to an inquiry by **Commissioner Wilson**, Ms. Noel advised that the City Council has decided to end the annexation effort.

7.3 Coordination with Los Altos Hills and Midpeninsula Regional Open Space District on Island Annexation

The Commission noted the report.

7.4 Interview with Cal Poly Students on San Martin Strategic Development Plan

The Commission noted the report.

7.5 County Sustainability Working Group Meeting

The Commission noted the report.

7.6 Santa Clara County Association of Planning Officials Meeting

The Commission noted the report.

7.7 National Planning Conference – American Planning Association

The Commission noted the report.

7.8 CALAFCO Weekly Meetings for Executive Officers and Clerks

The Commission noted the report.

7.9 LAFCO Office Operations During Covid-19

The Commission noted the report.

8. PENDING APPLICATIONS / UPCOMING PROJECTS

There were none.

9. COMMISSIONER REPORTS

Commissioner Wasserman informed that there are public protests in Los Gatos and enjoined those present to take precautions.

Commissioner Hall expressed appreciation to the County Board of Supervisors for voting to provide matching fund to acquire agricultural conservation easements as that will ensure that food is produced in the local community at a time when global food supply lines are not dependable, and also ensures that agricultural lands that are vital to the community are preserved. He indicated that urban-edge and close-proximity agricultural land ensure food security in the community. He expressed agreement with Commissioner Wasserman on the need to ensure that farm workers are safe and that agricultural lands are available so food can be produced close by.

Chairperson Jimenez stated that it is a challenge to balance people's right to protest with the need to prevent destruction to property during the pandemic, and he commended members for their leadership in their communities. He also announced that the Open Space Authority and its partners will engage the community in a conversation on the future of North Coyote Valley and he enjoined members to participate in that process when the opportunity comes.

10. NEWSPAPER ARTICLES / NEWSLETTERS

There were none.

11. WRITTEN CORRESPONDENCE

There was none.

12. ADJOURN

The Commission adjourned at 1:48 p.m., to the next regular LAFCO meeting on August 5, 2020 at 1:15 p.m., in the Board Meeting Chambers, 70 West Hedding Street, San Jose.

Approved on _____.

Sergio Jimenez, Chairperson
Local Agency Formation Commission of Santa Clara County

By: _____
Emmanuel Abello, LAFCO Clerk



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ITEM # 4

Alternate Commissioners
Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull
Executive Officer
Neelima Palacherla

LAFCO MEETING: August 5, 2020

TO: LAFCO

**FROM: Neelima Palacherla, Executive Officer
Dunia Noel, Asst. Executive Officer**

**SUBJECT: COMPREHENSIVE ORGANIZATIONAL REVIEW AND
ASSESSMENT STUDY: FINAL REPORT**

FINANCE COMMITTEE RECOMMENDATIONS

1. Adopt the Comprehensive Organizational Review and Assessment Study: Final Report.
2. Maintain the current 4 full-time equivalent staffing level for LAFCO, with an option for the Commission to consider the potential addition of 1 full-time equivalent in the future.
3. Implement the market salary adjustment for the LAFCO Executive Officer, as recommended in the Study.
4. Revise the LAFCO Executive Officer performance evaluation process to provide the Commission more autonomy in the evaluation/salary setting process, as recommended in the Study.
5. Create a LAFCO Assistant Executive Officer classification and implement the associated salary range for the new classification; and reclassify one current LAFCO Analyst to the new classification, as recommended in the Study.
6. Retitle and revise the current LAFCO Analyst classification to create a 3-level LAFCO Analyst (Associate/I/II) classification series and reclassify one current LAFCO Analyst to LAFCO Analyst II, as recommended in the Study.
7. Retitle and revise the current LAFCO Office Specialist classification to a LAFCO Clerk / Office Manager classification and implement the market salary adjustment for the position, as recommended in the Study.
8. Ensure that the current LAFCO Office Specialist is working in-class and not out-of-class in terms of responsibilities and tasks.
9. Review and revise the current LAFCO-County MOU to make class and compensation changes necessary to support LAFCO operations as recommended in the Study, and to continue a productive relationship with the County. The Committee agreed with the findings in the Study that the current LAFCO-County

MOU is not working optimally especially as it relates to the Executive Officer performance evaluation and salary.

10. Create a sub-committee composed of Finance Committee members and /or interested Commissioners to meet with appropriate County representatives and discuss the implementation of the above recommendations including the amendment of the LAFCO-County MOU.

Please see **Table 15 (page 23) of the Final Report** for specific salary placement recommendations. Please see **Appendix V of the Final Report** for specific classification descriptions.

COMPREHENSIVE ORGANIZATIONAL ASSESSMENT STUDY: REPORT

Methodology and Process

In late October 2019, Executive Officer Palacherla and Asst. Executive Officer Noel held a kick-off meeting with Koff & Associates, LAFCO's consultants for the Comprehensive Organizational Review and Assessment Study, to provide background and begin the study. The consultants then provided an orientation to the LAFCO staff on the various steps in the study process and discussed the Position Assessment Questionnaire (PAQ) that each staff member must complete. The completed PAQ's were provided to the consultant for their review in mid-November 2019. The consultants then interviewed each staff member to follow-up on the information provided in the PAQs and to get their perspective on what is working, not working, and opportunities for improvement related to staffing.

The consultant then began the comparator analysis, an important step in the study process. The purpose of the comparator analysis is to find agencies that are most similar to Santa Clara LAFCO in terms of operations, in order to utilize for comparative purposes for this study.

The consultants recommended that agencies of a similar size and structure providing similar services to that of Santa Clara LAFCO be used as comparators, and accordingly, limited evaluation to other LAFCOs throughout the state with a focus on LAFCOs in the 9-county 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. The consultants then evaluated data related to the 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, LAFCO expenditures for FY 19-20, cost of living in the area, the type and extent of services provided, and attributes of each LAFCO; and used an Absolute Value ranking method to rank each LAFCO on their overall similarity to Santa Clara LAFCO.

In December 2019, the consultant presented their methodology and comparator agency list to the LAFCO Finance Committee for their review and approval of a more limited list of twelve (12) comparator LAFCOs, the sufficient number of comparator agencies to study for trends and operational considerations. The Finance Committee recommended that the full commission consider and approve the comparator agency list. However, the Commission at its February 2020 meeting requested

additional clarification on the methodology and directed the consultant to revise the memo describing the methodology to make it more transparent for general audience understanding. In March 2020, the consultant met again with the Finance Committee to revise the memo explaining the comparator agency analysis for overall clarity to a general audience.

In April 2020, LAFCO approved the consultant's recommended list of twelve (12) comparator LAFCOs and directed the consultant to use this list for the purposes of conducting this study.

The consultant completed their research and analysis of data from Santa Clara LAFCO and the 12 comparator LAFCOs; and prepared a Draft Report with their findings and recommendations. Please see **Attachment A** for the Final Report.

Summary of Findings

The Study identifies opportunities for organizational improvement by providing information for Santa Clara LAFCO to consider in making classification, compensation, and staffing decisions to best support LAFCO's strategic planning priorities.

The Study's key findings are summarized as follows:

- There are dimensions of Santa Clara LAFCO operations which are more demanding than other LAFCOs, specifically commitment to conduct service reviews on an on-going five-year cycle and to regular strategic planning including strategies for outreach and communications
- Current staffing levels are lower than other LAFCOs with comparable operations
- Current job classifications for all positions no longer reflect the current responsibilities and duties of the positions
- Current salaries for the LAFCO Executive Officer and LAFCO Office Specialist classifications are below the market median
- Current LAFCO-County MOU (**Attachment B**) is not working optimally, especially as it relates to the LAFCO Executive Officer performance evaluation and salary
- Current organizational structure and staffing does not support LAFCO's proactive operational mandates or address succession planning by providing clear career pathways for staff
- Current LAFCO-County MOU does not provide sufficient flexibility to make staffing changes determined by LAFCO to be necessary to implement its strategic goals and initiatives

The Draft Report presents recommendations on how LAFCO can address the Study's findings. The "**Analysis and Recommendations**" section of the **Final Report** contains a detailed discussion of the Study's recommendations and **Appendix II of the Final Report** contains a summary of the Study's recommendations.

Specific recommendations for salary placement are provided in **Table 15 (page 23 of the Final Report)**; and classification descriptions are contained in **Appendix V of the Final Report**.

Summary of Finance Committee Recommendations

In June 2020, the Finance Committee met to consider the consultant's Draft Report. The Committee agreed with the Study's findings and recommendations, with the exception of the recommendation to increase LAFCO staffing levels from 4 to 5 staff positions. Furthermore, the Committee agreed with the finding in the Study that the current LAFCO-County MOU is not working optimally, especially as it relates to the Executive Officer performance evaluation and salary. The Finance Committee directed staff to forward its recommendations (**presented on pages 1 & 2 of this staff report**) to the full Commission for their consideration and potential action.

BACKGROUND

In early May 2019, LAFCO staff received notice from the County that LAFCO staff's (Executive Officer, Analysts, and Clerk) existing bargaining unit contracts (CEMA and SEIU contracts) were set to expire soon. At around the same time, various organizational issues emerged that had budget implications.

The LAFCO Finance Committee composed of Commissioners Sequoia Hall, Linda J. LeZotte and Alternate Commissioner Russ Melton met on May 24, 2019 to discuss these various interconnected organizational issues and recommended that the Commission retain an independent professional service firm to conduct a comprehensive organizational assessment of LAFCO and recommended that LAFCO add another \$50,000 to the FY 2020 Reserves to timely implement any potential recommendations from the assessment.

At its June 5, 2019 meeting, LAFCO approved its Final Budget which included a total addition of \$100,000 to the FY 2020 Reserves and authorized staff to issue a Request for Proposals (RFP) for an independent professional service firm to conduct a comprehensive organizational assessment of LAFCO. The Commission, in order to ensure transparency in the consultant selection process, also directed that the LAFCO Finance Committee interview and evaluate applicants; and recommend a consultant firm for consideration and approval by the full commission.

At its meeting on August 14, 2019, the LAFCO Finance Committee, reviewed the Draft RFP and finalized the scope of services, overall project timeline, and the timeline and process for the consultant selection.

At its September 18, 2019 meeting, the Finance Committee interviewed the four consultants who responded to the RFP. The Committee recommended that the Commission retain Koff & Associates (K&A) which presented a detailed approach to conducting the study, had conducted similar studies for several agencies locally, and offered more total hours for a similar project cost.

At its October 2, 2019 meeting, LAFCO awarded a service contract to K&A to conduct a comprehensive organizational review and assessment of LAFCO focusing

on its organizational structure, staffing levels, job specifications and compensation relative to an industry focused comparator group and best management practices. LAFCO would then use the study to support performance management, employee development and succession planning efforts.

Further, LAFCO directed that its Finance Committee advise the consultant throughout the process, as necessary. Appointed by LAFCO in February 2019, the Finance Committee has held more than five meetings over the 16 months to discuss the issues and provide guidance.

FISCAL IMPLICATIONS

LAFCO added a total of \$100,000 to the FY 2020 LAFCO Budget under the Reserves line item, bringing the amount held in Reserves to \$250,000, in light of increased complexity of LAFCO work and in order to allow for the timely implementation of potential recommendations from the Comprehensive Organizational Assessment Study. The Reserve amount was unspent in FY 2020 and LAFCO's FY 2021 Budget continues to include \$250,000 under the Reserves line for two purposes: litigation reserve – for use if LAFCO is involved with any litigation; and contingency reserve – to be used for unexpected expenses, such as implementing recommendations from the Study.

The actual fiscal implications of implementing these recommendations will depend on the timing and the extent of the implementation which requires the County's support and assistance. However, it is anticipated that the LAFCO Reserves contain sufficient funds to mitigate the fiscal impacts of implementing the recommendations.

Once it is clear how the recommendations will be specifically implemented, information on the actual fiscal implications of this implementation will be provided to LAFCO for further consideration and action.

NEXT STEPS

Upon creation of the sub-committee, LAFCO will send a letter to the County requesting a meeting of the appropriate County representatives with the sub-committee to discuss the implementation of the Commission's recommendations. The sub-committee will meet with the County representatives and will inform LAFCO of the result and next steps.

ATTACHMENTS

- Attachment A: Comprehensive Organizational Review and Assessment Study: Final Report (June 8, 2020)
- Attachment B: Amended and Restated Memorandum of Understanding Between the Local Agency Formation Commission of Santa Clara County and the County of Santa Clara (November 5, 2013)



June 8, 2020

Comprehensive Organizational Review and Assessment Study

Final Report

**Local Agency Formation Commission
of Santa Clara County**

KOFF & ASSOCIATES

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June 8, 2020

Ms. Neelima Palacherla
Executive Officer
LAFCO of Santa Clara County
777 North First Street, Suite 410
San Jose, CA 95112

Dear Ms. Palacherla:

Koff & Associates is pleased to present the Final Comprehensive Organizational Review and Assessment Study for the Local Agency Formation Commission of Santa Clara County (LAFCO). This report documents the study methodology and provides classification, compensation, 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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Appendix V: Classification Descriptions

Appendix VI: Recommended Position Allocations

Appendix VII: ERI Geographic Assessor Methodology

Appendix VIII: Orange County LAFCO Bylaws, Policies and Procedures Section 3.6: Performance Management



EXECUTIVE SUMMARY

In October 2019, Santa Clara County Local Agency Formation Commission (SCLAFCO) contracted with Koff & Associates (K&A) to conduct a comprehensive organizational review and assessment study focusing on staffing levels, job specifications, compensation, 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 SCLAFCO to consider in making future classification, compensation, and staffing decisions to best support the SCLAFCO'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 SCLAFCO is poised to effectively address these issues going forward.

Study Scope

This staffing study process was precipitated by the SCLAFCO'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 and that they are paid on a fair and competitive basis that allows the SCLAFCO to recruit and retain a high-quality staff.
- Ensuring that class descriptions reflect current programs, responsibilities, and technology.
- Identifying best management practices related to organizational and operational structure of the SCLAFCO.

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 SCLAFCO constituents.

Organizational Structure and Staffing: K&A performed an assessment of the current organizational structure and staffing, including classification structure. The assessment and recommendations are based on K&A's understanding of the SCLAFCO'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 for staffing and classification changes are intended to support SCLAFCO's proactive operational mandates and address succession planning by providing clear career pathways for staff:

- Creation of a LAFCO Assistant Executive Officer classification and reclassification of one LAFCO Analyst to the new classification.
- Revision of the class description and retitling of the LAFCO Office Specialist to LAFCO Commission Clerk/Office Manager.
- Creation of a three level LAFCO Analyst series (LAFCO Associate Analyst, LAFCO Analyst I, and LAFCO Analyst II).
- Reclassification of 1 LAFCO Analyst to the Analyst II level in the series.
- Increase total FTEs from 4 to 5 with the addition of 1.0 LAFCO Associate Analyst position and reclassification of the LAFCO Office Specialist to the new position.



Compensation: The results of the total compensation study showed:

- The Executive Officer classification was significantly below the market median by 26.5% in base salary and by 30.5% in total compensation (salary plus benefits).
- The LAFCO Analyst classification was above the market median by 4.6% in base salary and by 3.7% in total compensation.
- The LAFCO Office Specialist classification was below the market median by 12.8% in base salary and was above the market median by 2.0% in total compensation.
- **Because the three benchmark classifications were in different bargaining units, there is a significant difference in the impact of benefit to total compensation.** Accordingly, K&A recommends that salary decisions be based on base salary versus total compensation market results.
- K&A considers a classification falling within 5% of the median to be competitive.

Specific salary placement recommendations are found in Appendix I. Each benchmark class recommendation was based on the market median and all other classifications were internally aligned based on common market practices.

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 strategic planning practices, public inquiry tracking, staffing/operational models, as well as issues contributing to controversy and growth pressures. Overall, K&A found that the SCLAFCO's policies and practices are generally consistent with the comparator group but that there are dimensions of SCLAFCO operations which are more demanding than other LAFCOs, specifically the commitment to a proactive Municipal Service Review and implementation program on an on-going five-year cycle and ongoing strategic planning which includes a directive for community outreach and communications. This finding helped shape the recommendations for staffing and classification structure.

K&A also found that the dependent vs. independent staffing relationship of the comparator LAFCOs to their respective counties has impact in a number of operational areas, including staff development, performance evaluation and position management. While there is not necessarily a clear advantage to one model over the other, K&A recommends that SCLAFCO explore revision of the current MOU with the County to ensure that SCLAFCO has the flexibility to make staffing changes determined by the Commission to be necessary to implement the SCLAFCO's strategic goals and initiatives.

SCLAFCO expressed specific interest in addressing professional development and succession planning. There is a direct link between training and development and organizational outcomes, such as financial performance, productivity, quality of service, customer satisfaction, and employee job satisfaction. Continuing to invest in employee development and training enhances recruitment and retention of qualified staff. Overall, K&A found that the resources the SCLAFCO uses for training and development are consistent with the market. However, in the area of performance evaluation, K&A did find a significant difference in practice for the Executive Officer and recommends that the current evaluation process be revised to review the degree of involvement of the County.

The recommendations contained in this report are meant to be used as a guide for the SCLAFCO to use in future decision-making and strategic planning. The SCLAFCO should assess the feasibility and potential consequences of implementing and not implementing each recommendation prior to acting. Each



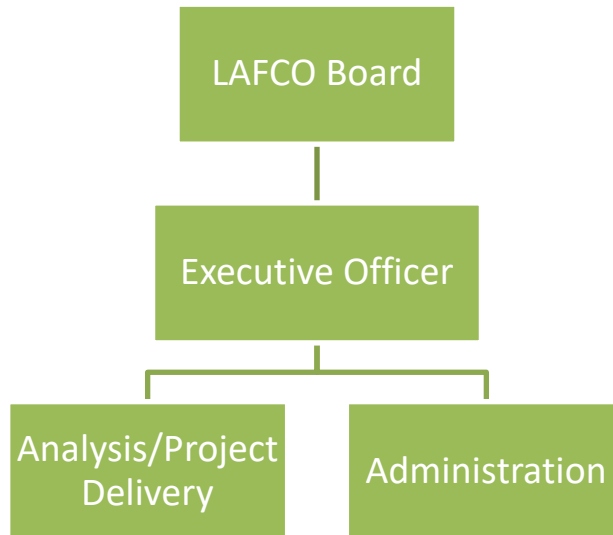
recommendation is explored in detail within the Analysis and Recommendations section. The summary of recommendations is also presented in Appendix II.

SCLAFCO 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. The SCLAFCO’s mission is to promote sustainable growth and good governance in Santa Clara 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: SCLAFCO Functional Organization Chart



SCLAFCO has a staff currently composed of four employees. The current team includes an Executive Officer, two Analysts and an Office Specialist. SCLAFCO contracts with the County of Santa Clara for staffing and services. SCLAFCO staff are County employees and are represented by County bargaining units - County Employees’ Management Association (CEMA) and Service Employees International Union (SEIU) Local 521.

Table 1. SCLAFCO Full-Time Equivalent Employees (FTE)

Functional Area	Santa Clara LAFCO
1. Management: LAFCO Executive Officer	1
2. Administration: LAFCO Office Specialist	1
3. Analysis/Project Delivery: LAFCO Analyst	2
TOTALS	4



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 SCLAFCO employees and data from comparable LAFCOs. The staffing analysis compares the LAFCO to the comparator group based on the FY19-20 budget for each agency.

Document Review

Documentation from SCLAFCO was collected. The documentation included current organization charts, classification descriptions, salary information, operational and capital improvement program budgets, documentation on current operational practices, reports, policies and procedures, and other relevant documentation.

Position Description 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 SCLAFCO be used as comparators. Accordingly, we limited our evaluation to other LAFCOs throughout the state. Based on SCLAFCOs 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 SC 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.

There were 21 agencies evaluated in this analysis through an Absolute Value ranking method. These above criteria were considered in selecting the group of comparator agencies. K&A then developed a list of the top ranked comparator agencies based on these criteria.

LAFCO Approval of Comparator Agencies

In December 2019, K&A presented the methodology and comparator agency list to LAFCO’s Finance Committee for their review and approval of the more limited list of twelve comparator LAFCOs. In February 2020, K&A met with LAFCO’s Finance Committee to further explain the factors considered and process used to develop the list and to review K&A’s draft memo to SC LAFCO for overall clarity to a general audience. In April 2020, SC LAFCO approved K&A’s recommended list of twelve (12) comparator LAFCOs and directed K&A to use the following comparators for the purposes of this study:

- Alameda LAFCO
- Contra Costa LAFCO
- Marin LAFCO
- Monterey LAFCO
- Orange LAFCO
- Riverside LAFCO
- Sacramento LAFCO
- San Bernardino LAFCO
- San Diego LAFCO
- San Mateo LAFCO
- Sonoma LAFCO
- Ventura LAFCO

LAFCO Survey of Comparator Agencies

The data collection involved review of public documents available on the agency’s websites for classification and compensation 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. Five of the comparators agreed to interviews; the remaining agencies were not able to take the time but provided written responses. While these responses were somewhat less detailed than the interview responses, in general K&A found the information to be sufficiently complete and followed up for clarification as needed.



ANALYSIS AND RECOMMENDATIONS

There are numerous operational challenges faced by the SCLAFCO today. Recent State legislature has created additional responsibilities for oversight and tracking of local agency operations. There is increased scrutiny from affected agencies, stakeholders, and the general public of LAFCO's policies and decisions, which necessitates more research and analysis of historical records to identify trends or set the record straight. At the same time, the SCLAFCO has formulated initiatives to increase visibility and public awareness of SCLAFCO activities in Santa Clara County. To meet these expectations, the SCLAFCO will need to continually assess its operations to gain efficiencies.

The SCLAFCO also anticipates internal challenges, specifically in potential turnover in personnel due to retirements or lack of advancement opportunities. The current classification structure does not provide development through a career path to address succession planning and preservation of institutional knowledge.

During our research and analysis of staffing and organizational practice, we identified recurring themes and market observations which directed us to recommendations for the SCLAFCO to focus on and address. The SCLAFCO has a dedicated staff ready to move forward to make meaningful and sustainable changes to ensure that the SCLAFCO meets the ongoing needs of the Santa Clara 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

LAFCO staffing levels have overall remained steady for the last twenty years but did increase by one Analyst position in the last two years. SCLAFCO began leasing private office space in the last three years, bringing an end to frequent relocations within County facilities and providing a space customized to LAFCO operations. However, the move necessitated on-going coordination of functions such as facility maintenance, office equipment maintenance, and information technology services, adding to staff workload. Other examples of higher-than-normal workload expectations include SCLAFCO's proactive operational mandates, such as the strategic and implementation plans for outreach and communications; review and comment on CEQA documents and other projects (General Plan updates, ordinance amendments and development projects) that could have an impact on LAFCO's work; and a high level of involvement in CALAFCO activities. The current staff struggles to meet this workload, often in ways that are not sustainable long-term (e.g. accumulating months of unused vacation time, working extra hours, and deferring necessary office organization activities such as file management, digitizing LAFCO records, maintaining mailing lists, developing a database of active contracts, etc). Often deadlines are pushed out. Additionally, as most of the current SCLAFCO staff have served for nearly 20 years, staffing changes are anticipated in the near-term and beyond.

We began our staffing analysis by reviewing staffing per capita within the comparator group. This analysis shows the SCLAFCO's authorized staffing per capita is approximately .2 FTE below the comparator agencies based on 2019 Population. The average of the comparator agencies is 0.4 FTE per capita whereas the SCLAFCO is 0.2 FTE per capita. The Employees per Thousand Served provides a general overview of how the SCLAFCO compares in terms of staffing levels to the population served. The SCLAFCO appears to have fewer staff in relation to population served in this analysis.



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Table 2 displays the number of employees per thousand people served for each of the comparator agencies.

Table 2. Number of Employees Per Thousand People Served

LAFCO	2019 Population Served	Authorized FTE	FTE per 1000 Served
Santa Clara County LAFCO	1,954,286	4	.20
Alameda County LAFCO	1,669,301	3	.18
Contra Costa County LAFCO	1,155,879	2	.17
Marin County LAFCO	262,879	2.85	1.08
Monterey County LAFCO	445,414	4.5	1.01
Orange County LAFCO	3,222,498	5	.16
Riverside County LAFCO	2,440,124	6	.25
Sacramento County LAFCO	1,546,174	2	.13
San Bernardino County LAFCO	2,192,203	5	.23
San Diego County LAFCO	3,351,786	8	.24
San Mateo County LAFCO	774,485	2.5	.32
Sonoma County LAFCO	500,675	3.2	.65
Ventura County LAFCO	856,598	3	.35
Average:			0.40

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. SCLAFCO committed to the five-year cycle approach for MSR updates and is currently embarking on its third round of reviews. Six agencies - Marin, Monterey, Orange, Riverside, San Bernardino, and San Diego reported a similar operational goal. Other agencies reported conducting reviews only in response to applications for SOI changes or as issues surface.

Table 3 displays a subset of FTE data for those comparator agencies with a 5-year MSR update cycle similar to SCLAFCO. This subset indicates that those agencies with a 5-year MSR update cycle have a greater FTE per 1000 served which seems to substantiate the greater workload reported as a result. Comparing FTE per capita of the MSR agencies, SCLAFCO appears to be roughly 1.22 FTE understaffed supported by a lower FTE per capita percentage than this comparator groups’ average.



Table 3. Average FTE and FTE per capita for LAFCOs with 5-year MSR update cycle

LAFCO	2019 Population Served	Authorized FTE	FTE per 1000 Served
Santa Clara County LAFCO	1,954,286	4	.20
Marin County LAFCO	262,879	2.85	1.08
Monterey County LAFCO	445,414	4.5	1.01
Orange County LAFCO	3,222,498	5	.16
Riverside County LAFCO	2,440,124	6	.25
San Bernardino LAFCO	2,192,203	5	.23
San Diego County LAFCO	3,351,786	8	.24
Average:		5.22	.61

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

Due to the significant variation in the operational mandates required of each agency, we should continue to look at other trends in staffing with a continued focus on those agencies that have similar operational mandates as SCLAFCO. Further analysis of staffing by functional area is presented below which will identify areas in which the SCLAFCO may be understaffed or overstaffed.

Functional Area Staffing Levels

Table 4 highlights SCLAFCO’s staffing by functional area as a percentage of overall workforce compared to the market average for comparator agencies with a 5-year MSR update cycle similar to SCLAFCO. 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 III.

Table 4. Staffing Analysis by Functional Area (Agencies with 5-yr MSR cycle)

Functional Area	SCLAFCO Staffing (% of Total SCLAFCO Staff)	Market Average Staffing (% of Total Agency Staff)
Management	25%	26%
Project Delivery/Analysis	50%	41%
Administration	25%	33%

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 SCLAFCO 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 SCLAFCO Commission and the general public, and other governmental agencies including the County, special districts, cities and other regional and state agencies. We observed that other LAFCOs included higher level staff in this functional area to assist in planning and external liaison roles. For the purposes of this analysis based on market findings, the Assistant Executive Officer classification was allocated as .5 to the Management functional area and .5 to the Analysis/Project Management functional area and Senior Analyst level staffing .25 to the Management functional area and .75 to the Analysis/Project Management functional area to recognize that positions at this levels are designed to contribute in both functional areas.

Staffing

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

Table 5. Staffing Analysis – Management

	SCLAFCO FTE	SCLAFCO Staffing (% of Total SCLAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Agency Staff)
Management Totals	1	25%	1.4	26%
Executive Officer	1	25%	1.0	19%
Assistant Executive Officer	0	0%	.3	5%
Senior Analyst	0	0%	.1	2%

Observations Regarding Organizational Structure and Common Market Practices

Overall, the budgeted staffing of the management functional area for SCLAFCO is slightly below market for comparable services. Five of the twelve comparator agencies have an Assistant Executive Officer classification; three of these are agencies with a five-year cycle operational goal for MSRs similar to SCLAFCO. The Assistant Executive Officer level is responsible for day-to-day operations, direct supervision of staff, management of the more complex projects, and involvement in executive decisions including 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.

Two of the comparator agencies have a Senior Analyst level, which is an advanced-journey level responsible for the more 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. K&A recommends the addition of an Assistant Executive Officer classification as it is more common among those LAFCOs with a proactive operational direction. The Assistant Executive Officer level’s responsibility for direct supervision of staff provides more management support for the Executive Director, as well as more opportunity for management skills development to support succession plans.

The proposed Assistant Executive Officer classification is provided in Appendix V. It should be noted that the more senior of the LAFCO’s two Analysts is currently performing many of the duties described for this classification. K&A recommends that one of the Analysts be reclassified to this level as this is the work the position is performing.



Impact to Classification System

Modifications to the classification system as a result of this staffing analysis include:

- Recommendation for the addition of a LAFCO Assistant Executive Officer classification.
- Reclassification of one LAFCO Analyst to the new LAFCO Assistant Executive Officer classification.

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

Table 6. Staffing Analysis – Analysis/Project Delivery

	SCLAFCO FTE	SCLAFCO Staffing (% of Total SCLAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Agency Staff)
Analysis/Project Delivery Totals	2	50%	2.1	41%
Assistant Executive Officer	0	0%	.2	5%
Senior Analyst	0	0%	.4	7%
Analyst	2	50%	1.5	29%

Organizational Structure Observations and Common Market Practices

Overall, based on the services provided, the staffing of this functional area is very close to market average. However, the study found that seven comparators have Analyst classification series; five agencies have series that include entry level, journey level, and advanced journey level classifications and two 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 the series creates a potential career



development progression which supports retention and succession planning efforts. Modeled on similar series structure within the current County classification system, K&A recommends the creation of a LAFCO Analyst classification series consisting of Associate Analyst (paraprofessional), Analyst I (entry-level) and Analyst II (journey-level). Together with the proposed LAFCO Assistant Executive Officer class, this provides SCLAFCO with paraprofessional, entry, journey, and advanced journey level classifications. The proposed LAFCO Assistant Executive Officer class will support both the Analysis/Project Delivery and the Management functional areas, providing a potential path for development of management skill sets. The proposed LAFCO Analyst Associate class provides a para-professional bridge to the Analysis/Project Delivery function, while the Analyst I and Analyst II levels provide an opportunity for progression from entry to journey level as incumbents become more familiar with SCLAFCO systems, operations, practices, and procedures.

As noted above, the existence of a classification series does not require that positions be allocated at all levels. At this time, K&A recommends the addition of 1.0 LAFCO Associate Analyst and reclassification of the LAFCO Office Specialist to the new position. The additional position offsets the loss of .5 FTE to the Analysis/Project Delivery functional area from the reclassification of one Analyst to Assistant Executive Officer and picks up the technical and project delivery support component currently provided by the Administrative functional area, discussed below. The additional position results in staffing for Analysis/Project Delivery slightly above market and staffing for Administration slightly below market, but this is justified by SCLAFCO’s proactive operational mandates, such as the five-year MSR update cycle and the strategic and implementation plans for outreach and communications.

Impact to Classification System

Modifications to the classification system as a result of this staffing analysis include:

- Creation of a three level LAFCO Analyst series (LAFCO Associate Analyst, LAFCO Analyst I, and LAFCO Analyst II).
- Addition of a LAFCO Associate Analyst position.
- Reclassify the existing LAFCO Office Specialist to the LAFCO Associate Analyst classification.
- Reclassification of 1 LAFCO Analyst to the LAFCO Analyst II level.

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 coordination of economic interest statements, election processes, and Public Records Request responses. This area is also responsible for the coordination of payroll, accounts payable and billing/receivable, budget monitoring and control, contract administration,



purchasing services, and coordination of information technology services and facility maintenance. Finally, this area provides technical support to the Analysis/Project Management functional area including application tracking and initial review, data gathering, and development of maps, graphics, and related presentation materials. Commission and administrative support currently occupy 60% of the Office Specialist’s time, while technical support accounts for 40% of time. SCLAFCO began leasing private office space in the last three years, bringing an end to frequent relocations within County facilities and providing a space customized to LAFCO operations. However, the move necessitated on-going coordination of functions such as facility maintenance, office equipment maintenance, and information technology services, adding approximately 10% to staff workload. It is our understanding that the needs of the organization exceed a single position. Examples of administrative tasks that are not able to be fully supported include digitization of SCLAFCO records and enhancements to the website such as a meeting calendar and updated content on service providers.

Staffing

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

Table 7. Staffing Analysis – Administration

	SCLAFCO FTE	SCLAFCO Staffing (% of Total SCLAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Agency Staff)
Administration Totals	1	25%	1.7	33%
Commission Clerk /Office Manager	1	25%	1	19%
Administrative Assistant	0	0%	.7	14%

Organizational Structure Observations and Common Market Practices

Overall, based on the services provided, SCLAFCO staffing of the administrative functional area is below the staffing levels in the comparable agencies. Additionally, as described below in the classification analysis, the current LAFCO Office Specialist position has a very broad scope, including project technical support as well as Commission and general office management/administrative support, which presents a challenge in the event of turnover.

None of the comparator agencies include a technical support component in their administrative function. Three of the comparators have additional full-time administrative positions and one comparator has an additional part-time administrative position; these positions provide some assistance with application intake functions as well as general administrative support, but do not provide data gathering, application review, or graphics support. As discussed above in the review of the Analysis/Project Delivery functional area, seven comparators have an Analyst classification series, where the entry-level performs these lower-level technical support duties as they are learning LAFCO systems and operations. Separating out these more technical, project related duties better allocates the work into roles aligned with best practices. The administrative support role currently provided by the Office Specialist will then focus on commission support and office management, which is a full-time role alone. Accordingly, K&A recommends retitling the LAFCO Office Specialist classification to Commission Clerk/Office Manager, which is more descriptive of the scope of work, as well as more consistent with the market.



Impact to Classification System

Modifications to the classification system as a result of this staffing analysis include:

- Revision of the class description and retitling of the LAFCO Office Specialist to LAFCO Commission Clerk/Office Manager.

Table 8. Summary of Proposed Staffing by Functional Area

Functional Area	Proposed SCLAFCO Staffing FTE	Proposed SCLAFCO Staffing (% of Total LAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Staff)
Management	1.5	30%	1.4	26%
➤ LAFCO Executive Officer	1			
➤ LAFCO Assistant Executive Officer	.5			
Analysis/Project Delivery	2.5	50%	2.1	41%
➤ LAFCO Assistant Executive Officer	.5			
➤ LAFCO Analyst Associate/I/II	2.0			
Administration	1	20%	1.7	33%
➤ Commission Clerk/Office Manager	1			
Total FTE	5		5.2	

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

CLASSIFICATION

Classification Descriptions

New and revised classification descriptions were developed for all positions, to ensure that the body of work performed by each SCLAFCO position was appropriately reflected and supported the operational needs of SCLAFCO. The basic concepts outlined in Appendix IV were utilized. The recommended class descriptions are included in Appendix V of this report.

As mentioned earlier, the 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.



Classification Recommendations

All class descriptions were updated in order to ensure that the format is consistent, and that the duties and responsibilities are current and properly reflect the required knowledge, abilities, and skills. Revised and proposed new classification descriptions can be found in Appendix V.

When evaluating the allocation of positions, 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 evaluated and classified on the basis of such factors as knowledge and skill 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), the impact of the position on the organization, and working conditions.

Title Change

Proposed changes to the classification plan include a title change for two existing classifications. As discussed above, it is recommended that the existing LAFCO Office Specialist position be retitled Commission Clerk/Office Manager which is more descriptive of the work performed, as well as more consistent with the market. Additionally, as a result of the proposed LAFCO Analyst series, the current LAFCO Analyst will need to be allocated to the appropriate level within the series, which will result in a title change from LAFCO Analyst to LAFCO Analyst II.

Table 9. Title Change Recommendations

Current Classification Title	Proposed Classification Title
LAFCO Office Specialist	LAFCO Commission Clerk/Office Manager
LAFCO Analyst	LAFCO Analyst II

New Classifications

The study resulted in the proposal of three new classifications: LAFCO Assistant Executive Officer, LAFCO Associate Analyst, and LAFCO Analyst I. A LAFCO Assistant Executive Officer classification is recommended to be responsible for day-to-day operations, direct supervision of staff, management of the more complex projects, and making executive decisions in the Executive Officer’s absence. This will allow the Executive Officer to focus more on strategic planning and developing and enhancing relationships with local agencies, as well as addressing succession planning by providing a potential career ladder.

The LAFCO Office Specialist position description has been revised and retitled to focus on the office management and Commission support functions and a new classification and the technical, project support components of the position have been removed. The LAFCO Associate Analyst, the paraprofessional level in the series, is recommended to be responsible for technical and project delivery support including application processing, data gathering and the development of maps, charts, displays, presentations, graphics, brochures, and drawings.

Finally, a LAFCO Analyst I classification is recommended as an entry level professional class to perform research and analytical studies while learning LAFCO systems, operations, practices, and procedures. Together with the retitled LAFCO Analyst II and the proposed LAFCO Assistant Executive Officer, these additional classes provide SCLAFCO with a potential career development progression from



paraprofessional through advanced level professional which supports retention and succession planning efforts. We observed this classification structure in seven of the comparator agencies.

Table 10. Proposed New Classifications

Proposed New Classifications
LAFCO Assistant Executive Officer
LAFCO Analyst I
LAFCO Associate Analyst

Reclassification

Reclassification recommendations are made for positions that are working out of class due to level and scope of work and/or job functions that have been added or removed from/to those positions over time.

The study resulted in two incumbents, allocated to two classifications, to be reclassified, as noted in the table below. These recommendations are based on the individual positions interviewed. Not every incumbent in the current classification are recommended for a reclassification. All recommended position allocations are found in Appendix VI.

Table 11. Reclassification Recommendations

Current Classification Title	Proposed Classification Title
LAFCO Analyst	LAFCO Assistant Executive Officer
LAFCO Office Specialist	LAFCO Associate Analyst

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.

COMPENSATION

Study Process - Benchmark Classifications

Classifications that we would expect to provide a sufficient sample for analysis were selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring SCLAFCO’s overall compensation plan to the market. Proposed new classifications not surveyed will be



included in the compensation plan and aligned to the benchmark classifications using internal equity principles detailed below starting on page 23.

The benchmark classifications are listed in Table 12.

Table 12. Benchmark Classifications

Classification Title
1. LAFCO Executive Officer
2. LAFCO Analyst
3. LAFCO Office Specialist

Cost of Labor Differential

Use of a broader geographic survey group, as was done in this study by the inclusion of agencies throughout the state of California, generally raises questions on the impact of the cost of living differences and while that is a factor for survey agency selection, it is not the most appropriate method to measure regional differences in wages. Cost of Living focuses on the difference in the cost of consumer goods including housing and therefore can fluctuate more dramatically between locations. Cost of Labor measures regional differences in wage trends and is a more effective measure in drawing a comparison between salaries.

K&A lists the Cost of Labor differentials to be utilized by SCLAFCO to provide more accurate wage comparisons. To accomplish this, we used databases from the Economic Research Institute (ERI), a nationally recognized provider of data with respect to differences in the costs of living and cost of labor in cities with a population of over 10,000. The Cost of Labor percentages reflect regional differences in wages and are relevant to making compensation decisions because the focus is on what other employers are paying within the region rather than the differences in the cost of consumer goods. For more detailed information on the ERI's Geographic Assessor methodology, please refer to Appendix VII.

The cost of labor percentages are as follows:



Table 13. Cost of Labor Differential

Agency	Cost of Labor Differential
Alameda County LAFCO	5.2%
Contra Costa County LAFCO	5.2%
Marin County LAFCO	1.7%
Monterey County LAFCO	10.6%
Orange County LAFCO	12.6%
Riverside County LAFCO	16.0%
Sacramento County LAFCO	14.9%
San Bernardino County LAFCO	16.1%
San Diego County LAFCO	14.8%
San Mateo County LAFCO	0.4%
Sonoma County LAFCO	11.9%
Ventura County LAFCO	13.7%

The differentials indicate that the surveyed agencies pay, on average, 10.3% less than the SCLAFCO. For those agencies having a lower cost of labor, salaries were adjusted up by the differential percentages in order to ensure parity with SCLAFCO.

Salary and Benefits Data

The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts and can be found in Appendix II [Benefit Detail] of this report; these amounts were added to base salaries for total compensation purposes). Please note that compensation systems are continually changing; therefore, this data represents a snapshot in time and reflects the comparator salaries and benefits as of February 2020.

1. Monthly Base Salary

The top of the salary range and/or control point. All figures are presented on a monthly basis.

2. Employee Retirement

The retirement reflects the benefits offered to the majority of the employees:

- **PERS Formula:** The service retirement formula for each agency’s Classic plan. For agencies with retirement systems established under the County Employees Retirement Law of 1937 (“37 Act”), retirement formulas were converted to the equivalent PERS formula for purposes of comparison.
- **Enhanced Formula Cost:** The baseline PERS formula is 2%@62 for miscellaneous employees. There is typically a cost to the employer for offering a formula with a higher benefit than the baseline formula. For each enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A took the midpoint of the range and multiplied the



percentage by the top monthly salary to calculate the cost of the enhanced formula. The percentage value for each enhanced formula is:

- 2%@60: midpoint of range = 1.5%
- 2%@55: midpoint of range = 2.7%
- 2.5%@55: midpoint of range = 4.9%
- 2.7%@55: midpoint of range = 6.4%
- 3%@60: midpoint of range = 7.4%

- **Employer Paid Member Contribution:** The amount of the employee’s contribution to PERS that is paid by the employer (Employer Paid Member Contribution).
- **Single Highest Year:** The period for determining the average monthly pay rate when calculating retirement benefits. The base period is 36 highest paid consecutive months. When final compensation is based on a shorter period of time, such as 12 months’ highest paid consecutive months, there is a cost to the employer. Similar to the enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A took the midpoint of the range and multiplied the percentage by the top monthly salary to calculate the cost of the final compensation.
- **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally-determined maximum contribution of \$696.45 per month was reported. Note that the maximum contribution rate is that of 2017 in order to be consistent with the timeframe during which data was collected.
- **Other:** Any other retirement contributions made by the employer.

3. Deferred Compensation

Deferred compensation contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported.

4. Insurances

The employer paid premiums for an employee with family coverage was reported. The employer paid insurances included:

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision

5. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated. All hours have been translated into direct salary costs.

- **Vacation:** The number of paid time-off (or vacation) hours available to all employees who have completed five years of employment.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave hours available to Fair Labor Standards Act (“FLSA”) Exempt and/or management to reward



for extraordinary effort (in lieu of overtime). This leave category may also include personal leave which may be available to augment vacation or other time off.

6. Auto Allowance

This category includes either the provision of an auto allowance or the provision of an auto for personal use only. If a vehicle is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450. Mileage reimbursement is not included.

All of the benefit elements are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs, such as sick leave, tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

Data Collection

Data was collected during the month of February 2020, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

K&A believes that the comparator data collection step is the most critical for maintaining the overall credibility of any study and relied on SCLAFCO's classification descriptions as the foundation for comparison.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at SCLAFCO. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyzes class descriptions before a comparable match is determined.

K&A's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification's "likeness" be at approximately 70% of the matched classification.



When an appropriate match is not identified for one classification, K&A often uses “hybrids” which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at SCLAFCO is performed by two or more classifications at a comparator agency. A “hybrid” representing a span in scope means that the comparator agency has one class that is “bigger” in scope and responsibility and one class that is “smaller,” where SCLAFCO’s class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there are three information pages:

- Top Monthly Base Salary Data
- Benefit Detail (Monthly Equivalent Values)
- Total Compensation Data

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The % above or below that the LAFCO is compared to the average and median is also reported.

The mean is the sum of the comparator agencies’ salaries/total compensation divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all of the benchmark classifications.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

Market Compensation Findings

The following table represents a summary of the market top monthly (base) salary and total compensation (base salary plus benefits [retirement, insurance, leaves, and allowances]) findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median and total compensation market median is listed. The table is sorted by top monthly salary in descending order from the most positive percentile (above market) to the most negative (below market).



Table 14. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly Salary% Above or Below Market Median	Total Compensation % Above or Below Market Median
LAFCO Analyst	10	4.6%	3.7%
LAFCO Office Specialist	12	-12.8%	2.0%
LAFCO Executive Officer	12	-26.5%	-30.5%

Generally, a classification falling within 5% of the median is considered competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements. However, SCLAFCO can adopt a different standard.

Overall, the differences between market base salaries and total compensation indicate that the LAFCO’s benefits package puts SCLAFCO at a more competitive advantage, except for the Executive Officer classification. Further analysis indicates that, on average, classifications are 11.6% below the market median for base salaries, while that figure changes to 8.3% below the market median for total compensation, which is a 3.3% difference (i.e., SCLAFCO “gains” a competitive advantage when taking benefits into consideration). While SCLAFCO’s total compensation mean indicates relative overall competitiveness, there is significant variation between the three benchmark classifications for differences between base salary and total compensation:

- **LAFCO Office Specialist.** The 14.8% difference between median base salary and median total compensation for this benchmark is primarily due to employer paid member contribution to retirement. This benefit applies only to this classification for SCLAFCO because it is represented by a different bargaining unit. Only two of the twelve comparator agencies provide this benefit.
- **LAFCO Executive Officer.** SCLAFCO’s benefit package is not as competitive as the comparator group. Primarily this is because deferred compensation and annual leave are calculated as a percentage of base pay and with SCLAFCO’s Executive Officer base salary significantly below market, competitiveness is further exacerbated by benefits that are determined as a percentage of pay.
- **LAFCO Analyst.** The difference between median base salary and median total compensation for this classification is .9%, which is not statistically significant.

As a result of this significant difference in the impact of benefits packages between the three benchmark classifications, K&A recommends that salary decisions be based on base salary versus total compensation market results.

Internal Salary Relationships

Building from the salary levels established for identified benchmark classes, internal salary relationships were developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

In the future, SCLAFCO may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal relationships, the same factors analyzed when comparing SCLAFCO’s classifications to the labor market are used when making internal salary alignment recommendations.



In addition, the following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- A salary within 5% of the market average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of the position and its requirements. However, the LAFCO can adopt a closer standard.
- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%.
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications and used internal equity principles to make the salary recommendations for two (2) proposed new classifications that were not benchmarked. For the non-benchmarked classifications, internal alignments with other classifications will need to be considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, and “worth” to SCLAFCO. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for SCLAFCO management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

It is also important to analyze market data and internal relationships within class series as well as across the organization, and make adjustments to salary range placements, as necessary, based on the needs of the organization. At the time the LAFCO Analyst classification was created, the salary was aligned sufficiently above the County Planner III and Senior Management Analyst classifications to encourage movement into the new class as a potential career development opportunity.

SCLAFCO may want to make internal equity adjustments or alignments, as it implements the compensation strategy. This market survey is only a tool to be used by the LAFCO to determine market indexing and salary determination.

Proposed Salary Range Placements

Table 15 illustrates the proposed salary placement for each classification based on the market data as well as the internal relationship analysis. This information is also included in Appendix I.



Table 15. Salary Placement Recommendations

Class Title	Current Maximum Monthly Salary	% from Top Monthly Median	Market Placement	Proposed Maximum Monthly Salary	Rationale
LAFCO Executive Officer	\$12,101	-26.5%	\$15,309	\$15,309	Market placement
LAFCO Assistant Executive Officer	Proposed			\$12,272	Internal alignment: 20% above LAFCO Analyst II
LAFCO Analyst II	\$10,715	4.6%	\$10,227	\$10,227	Market placement; y-rate
LAFCO Analyst I	Proposed			\$9,297	Internal alignment: 10% below LAFCO Analyst II
LAFCO Analyst Associate	Proposed			\$8,084	Internal alignment: 15% below LAFCO Analyst I
LAFCO Commission Clerk/ Office Manager	\$6,277	-12.8%	\$7,079	\$7,079	Market placement

These recommendations are based on base salary market results. The following calculation was used:

1. Multiplied SCLAFCO’s current top monthly salary by the percentage difference between SCLAFCO’s base salary and the base salary market median to calculate the Market Placement Salary.

Recommendations for proposed classifications are based on internal alignment in accordance with the common practices discussed above. Salaries within 5% of the market are considered to be competitive.

For all classifications, this primary implementation procedure must be completed only at the initial time of implementation. In the future, if SCLAFCO decides to implement annual across-the-board cost of living adjustment increases, only the salary schedule that was developed and included herein needs to be increased by the appropriate percentage, and each individual salary range will move up with this adjustment. This will ensure that the internal salary relationships are preserved and the salary schedule remains structured and easily administered.

Using the Market Data as a Tool

K&A would like to reiterate that this report and the findings are meant to be a tool for SCLAFCO to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and SCLAFCO’s expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give SCLAFCO an instrument to make future compensation decisions.

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:

- Operational staffing structure and degree of independence from County
- Tracking of public inquiries



- Approaches to Municipal Service Reviews (MSRs)
- Strategic planning
- Growth trends and controversial issues

Operational Staffing Structure and Degree of Independence from County

K&A found that the staffing relationship of the comparator LAFCOs to their respective Counties has impact in a number of operational areas, including staff development and performance evaluation, position management, and outsourcing of administrative services. In general, there are two staffing models used by comparator LAFCOs: staff as employees of the County (dependent model) and staff as employees of the LAFCO (independent model). Four comparators – Alameda, San Mateo, Sonoma, and Ventura – use the dependent (County staffing) model as does SCLAFCO, where agency staff are employees of their County and the County provides a majority of HR, fiscal, information technology and other administrative support services. In the alternative model, followed by eight comparators, agency staff are not county employees, although five of these comparators (Orange, Marin, Riverside, San Diego, and Sonoma) contract with their counties for benefits and payroll services. The agencies serving the largest populations have the highest FTE count and do not use County staffing (Orange, Riverside, San Bernardino, and San Diego LAFCOs).

The operational area in which the dependent vs independent model has the biggest impact is staff development, including performance evaluation. SCLAFCO conducts annual performance evaluations for staff in accordance with County practices. The Executive Officer is responsible for staff evaluations. K&A found that all the comparator agencies conducted annual staff evaluations which were the responsibility of the Executive Officer. The three comparators whose employees are County employees followed their County's evaluation process for staff; the other comparators did not follow any formal evaluation process.

SCLAFCO's Memorandum of Agreement with the County specifies that the County Executive's Office shall consider input from SCLAFCO in the formal performance evaluation for the LAFCO Executive Officer. The process followed begins with a self-evaluation by the Executive Officer provided to the Deputy County Executive, which is sent with a cover memo by the Deputy to the Commission. The Commission meets in closed session to discuss; the Commission's feedback is summarized verbally by the Commission Chair and SCLAFCO Counsel to the Executive Officer. A written summary is developed by SCLAFCO Counsel and sent to the Deputy. The Deputy discusses the written summary with the Executive Officer and writes a performance evaluation which is sent back to the Commission along with the written summary for final review/consideration in closed session.

No comparators followed an evaluation process similar to SCLAFCO for their Executive Officers. For Alameda and Ventura LAFCOs, whose Executive Officers are County employees, performance evaluation input from the Commission is summarized and presented to the Executive Officer by the County Administrator (Alameda) or Human Resources (Ventura) to provide anonymity, but the Counties provide no additional input. All other Executive Officers (including San Mateo and Sonoma's Executive Officers who are also County employees) received performance evaluations directly from their respective Commissions. Orange County develops the Executive Officer performance evaluation in conjunction with their annual strategic planning session which is facilitated by an outside consultant; the process is outlined in Section 3.6 D of OC LAFCO's Bylaws, Policy and Procedures Manual (Appendix VIII).

For those LAFCOs using the independent model, the Executive Officer evaluation process is also the opportunity for the LAFCO Commission to review compensation. For those agencies where LAFCO classifications were part of the County system, compensation was determined by the counties. And while



the surveyed LAFCOs did not provide specifics as to the process for setting compensation, both Ventura and Sonoma indicated that their Commission had the ability to recommend compensation increases. The lack of opportunity to review Executive Officer compensation under the dependent model may have contributed to the significant market salary discrepancy. K&A recommends that SCLAFCO revise the current evaluation process for the Executive Officer to review the need for involvement of the County in light of these findings. Orange County's process provides one potential model which starts with a self-evaluation by the Executive Officer. Since the Commission is not involved in day-to-day operations, the organization could benefit from inclusion of 360-degree input or some other methodology to take the pulse of the organization.

SCLAFCO's primary resource for staff training is the California Association of Local Agency Formation Commissions, the American Planning Association, and the California Special Districts Association, as well as the County's training programs. None of the comparators reported any type of management training other than required training on human resource issues such as sexual harassment (usually provided by the respective County HR departments). However, some of the independent model LAFCOs made use of additional training resources such as local community colleges. Orange County LAFCO has a particularly robust staff training program. All staff including the Executive Officer are expected to develop an annual performance development plan outlining specific training goals such as classes, workshops, or conferences. These performance development plans are then used to allocate Orange County LAFCO's budgeted funds for professional development (including educational reimbursement).

K&A found that LAFCOs following the dependent model experienced less autonomy in the management of their job classifications. SCLAFCO reported experiencing challenges in dealing with the County Employment Services Agency on requests for reclassification as job duties have evolved based on goals and initiatives established by the Commission. Alameda County LAFCO reported experiencing challenges with County involvement in their recruitments and recently updated their Memorandum of Agreement with the County to provide greater independence in hiring decisions. Sonoma County LAFCO reported that their County's job descriptions for LAFCO staff do not align to LAFCO duties which has had impact on recruitment, although the County has been responsive to classification change requests approved by the Commission. San Mateo County LAFCO also reported issues with recruitment using general county job descriptions that do not align to LAFCO duties.

As stated earlier, some agencies using the independent model contract with their respective Counties for benefits and/or payroll services. This has a positive fiscal impact by providing economy of scale but less control over fiscal impact from collective bargaining. However, there is more autonomy in creating positions to meet specific needs; for example, Riverside LAFCO specifically reported finding their County's maps to be unreliable and determined it more efficient to create their own system and supporting GIS Analyst position.

In summary, while the staffing relationship of the comparator LAFCOs to their respective Counties had impact in several operational areas, there is not necessarily a clear advantage to one model over the other. However, as will be further discussed below, there are dimensions of SCLAFCO operations which are more demanding than other LAFCOs. K&A recommends that SCLAFCO explore revision of the current MOU with the County to ensure that the SCLAFCO has the flexibility to make staffing changes determined by the Board to be necessary to implement the SCLAFCO's strategic goals and initiatives.



Tracking Public Inquiries

SCLAFCO is experiencing an increase in inquiries from the general public and local agencies, both in response to specific controversial or politicized projects as well as resulting from the Commission initiatives to increase visibility and public awareness, and expressed interest in operational practices and tools to track this workload. However, K&A found that while all of the comparators tracked applications and the inquiries related to them, no agencies used a tracking system specifically for documenting inquiries separately from applications. Orange County LAFCO did report use of project management software (Mavenlink) as their fee schedule is cost recovery, based on hourly rates rather than acreage, which allows them to track pre-application inquiries. However, the system does not support reporting on overall call volume.

Approaches to Municipal Service Reviews

Santa Clara LAFCO began conducting municipal services reviews (MSRs) in 2005; two rounds have been completed on five-year cycles and a third round is in progress, taking into consideration strategic opportunities and needs. SCLAFCO's approach to conducting MSRs includes a special focus on implementation of MSR recommendations and on working with affected agencies to ensure implementation. The MSR function is one of the expectations of the State legislation governing LAFCOs, however each LAFCO has varying approaches to MSRs in terms of frequency, scope, and implementation of recommendations. Six of the comparators – Marin, Monterey, Orange, Riverside, San Bernardino, and San Diego – reported to K&A that they conduct MSRs on a five-year cycle. Marin LAFCO reported that their five-year cycle had lapsed, and they recently added an Analyst position to address; Riverside LAFCO also reported delays in maintaining the cycle which they are developing a strategic plan to address. Six comparators - Alameda, Contra Costa, Sacramento, San Mateo, and Sonoma – reported that they perform one MSR per year based on need/priority. SCLAFCO's five-year cycle for MSRs is consistent with organizational practice for half of the comparator agencies and also has an impact on staffing. As noted in Table 3, the six LAFCOs that follow the five-year cycle approach have 5.22 FTE on average and an average of .61 FTE per population served. Higher staffing levels in those LAFCOs with a similarly proactive operational mandate to SCLAFCO and SCLAFCO's proactive approach to MSRs supports K&A recommendations for staffing level adjustments as previously described. In light of the previous discussion regarding the impact of the staffing relationship model, it should be noted that those LAFCOs with higher staffing levels as a consequence of their commitment to conducting five-year MSR reviews also use the independent model.

Strategic Planning

The SCLAFCO develops an annual workplan to implement the Commission's strategic initiatives; currently approximately 10-15% of time is spent on strategic planning and workplan development by the Executive Officer with support from the Analysts. Five of the comparator agencies (Alameda, Marin, Monterey, Orange, and Sacramento) reported a similar process. Orange County LAFCO currently creates strategic planning goals for an 18-month period with staff developing specific implementation projects on an annual basis. Riverside and Sonoma reported strategic planning as a goal in process. The remaining agencies did not report any specific strategic planning process. The LAFCOs that reported having a strategic planning process in place included the majority of LAFCOs that have a proactive commitment to conducting MSRs regularly and that have higher staffing levels. None of the LAFCOs in the study have created a strategic and implementation plan for outreach and communications on the level of SCLAFCO.



Growth Trends and Controversial Issues

Each LAFCO was expected to have specific perspectives in this area based on local issues in their respective counties. K&A found three types of issues reported by comparators as likely to generate controversy or politicization in their counties. Seven comparators (Contra Costa, Marin, Monterey, Orange, Sacramento, San Bernardino, San Diego, San Mateo and Sonoma) indicated that special district reorganizations or dissolutions were most likely to generate controversy. Three agencies (Alameda, Contra Costa, and Monterey) reported that large annexations and island annexations as a source of controversy in their counties. Two agencies (Sonoma and Ventura) also reported unfamiliarity or disagreement with the LAFCO process as a source of controversy. Marin, Orange, Riverside, Sacramento, San Diego, and Sonoma LAFCOs also saw potential future workload impact and controversy as a result of the new and pending State housing-related legislation. Santa Clara LAFCO has reported similar and additional issues such as agricultural land protection and recent legislation limiting new water systems outside of cities as potential issues of controversy in the county. Santa Clara LAFCO can expect to continue to face such challenges and should consider this trend 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 SCLAFCO to consider in future decision making. In general, SC LAFCO can expect to continue to need to defend its growth management framework and policies and educate the public and other agencies about LAFCO.

CONCLUSION

Collectively, K&A found that there are dimensions of SCLAFCO operations which are more demanding than other LAFCOs, specifically the commitment to conduct MSR updates on an on-going five-year cycle and to regular strategic planning including strategies for outreach and communications. This comprehensive organizational review and assessment provides specific recommendations for staffing, classification, compensation, and training and development in light of these findings, as well as providing general information on operational practices and trends for SCLAFCO to consider in making future decisions to best support SCLAFCO's strategic planning priorities. A summary of all recommendations can be found in Appendix II.

It has been a pleasure working with SCLAFCO 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

Katie Kaneko
President



Appendix I

Market Results and Salary Placement Recommendations

Local Agency Formation Commission of Santa Clara County
Appendix I: Results Summary - Top Monthly
January 2020

Classification	Top Monthly Salary Data					Total Monthly Compensation Data					# of Matches
	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Total Monthly Comp	Average of Comparators	% above or below	Median of Comparators	% above or below	
LAFCO Analyst	\$ 10,715	\$ 10,098	5.8%	\$ 10,227	4.6%	\$ 14,638	\$ 14,150	3.3%	\$ 14,093	3.7%	10
LAFCO Executive Officer	\$ 12,101	\$ 15,915	-31.5%	\$ 15,309	-26.5%	\$ 16,219	\$ 21,743	-34.1%	\$ 21,169	-30.5%	12
LAFCO Office Specialist	\$ 6,277	\$ 7,120	-13.4%	\$ 7,079	-12.8%	\$ 10,212	\$ 10,334	-1.2%	\$ 10,006	2.0%	12
		AVERAGE:	-13.1%	AVERAGE:	-11.6%		AVERAGE:	-10.6%	AVERAGE:	-8.3%	

Local Agency Formation Commission of Santa Clara County
Appendix I: Market Compensation Data (sorted by Top Monthly Salary)
January 2020

LAFCO Analyst											
Rank	Comparator Agency	Classification Title	Top Step Salary	Cost of Wages	Adjusted Top Step	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission Analyst	\$ 11,629	5.2%	\$ 12,234	\$ 4,136	\$ 16,370	7/1/2019	7/1/2020	3.00%	
2	Local Agency Formation Commission of San Diego	Local Government Analyst III	\$ 10,343	14.8%	\$ 11,874	\$ 3,661	\$ 15,535	6/19/2019	unknown	unknown	
3	Local Agency Formation Commission of Santa Clara County	LAFCO Analyst	\$ 10,715		\$ 10,715	\$ 3,923	\$ 14,638	10/11/2019	unknown	unknown	
4	Local Agency Formation Commission of Monterey County	Senior Analyst	\$ 9,568	10.6%	\$ 10,582	\$ 5,071	\$ 15,653	6/24/2019	unknown	unknown	
5	Local Agency Formation Commission of Ventura County	LAFCO Analyst	\$ 9,178	13.7%	\$ 10,435	\$ 3,442	\$ 13,877	12/29/2019	unknown	unknown	
6	Local Agency Formation Commission of San Bernardino	Senior Analyst	\$ 8,898	16.1%	\$ 10,331	\$ 3,978	\$ 14,308	7/20/2019	7/18/2020	3.00%	
7	Local Agency Formation Commission of San Mateo ¹	[Management Analyst/ Planner III]	\$ 10,083	0.4%	\$ 10,123	\$ 4,305	\$ 14,428	12/15/2019	12/13/2020	3-4%	
8	Local Agency Formation Commission of Orange County	Policy Analyst II	\$ 8,248	12.6%	\$ 9,287	\$ 3,093	\$ 12,379	7/1/2019	unknown	unknown	
9	Local Agency Formation Commission of Sonoma County ²	[Administrative Analyst I/Planner III]	\$ 8,115	11.9%	\$ 9,081	\$ 4,783	\$ 13,864	7/2/2019	6/2/2020	3.00%	
10	Local Agency Formation Commission of Contra Costa County	Analyst II	\$ 8,219	5.2%	\$ 8,646	\$ 4,376	\$ 13,022	4/17/2019	unknown	unknown	
11	Local Agency Formation Commission of Riverside County	Local Government Analyst III	\$ 7,231	16.0%	\$ 8,388	\$ 3,673	\$ 12,061	1/1/2020	unknown	unknown	
12	Local Agency Formation Commission of Marin County	N/C									
13	Local Agency Formation Commission of Sacramento County	N/C									

Summary Results	Top Step Salary	Adjusted Top Step	Total Monthly
Average of Comparators	\$ 9,151	\$ 10,098	\$ 14,150
% Local Agency Formation Commission of Santa Clara County Above/Below	14.6%	5.8%	3.3%
Median of Comparators	\$ 9,038	\$ 10,227	\$ 14,093
% Local Agency Formation Commission of Santa Clara County Above/Below	15.7%	4.6%	3.7%
Number of Matches	10	10	10

N/C - Non Comparator

1 - Local Agency Formation Commission of San Mateo; Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

2 - Local Agency Formation Commission of Sonoma County; Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Local Agency Formation Commission of Santa Clara County
Appendix I: Benefit Detail
January 2020

Agency	Local Agency Formation Commission of Santa Clara County	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission of Contra Costa County	Local Agency Formation Commission of Marin County	Local Agency Formation Commission of Monterey County	Local Agency Formation Commission of Orange County	Local Agency Formation Commission of Riverside County	Local Agency Formation Commission of Sacramento County	Local Agency Formation Commission of San Bernardino	Local Agency Formation Commission of San Diego	Local Agency Formation Commission of San Mateo	Local Agency Formation Commission of Sonoma County	Local Agency Formation Commission of Ventura County
Benchmark/ Comparator Agency Match	LAFCO Analyst	Local Agency Formation Commission Analyst	Analyst II	N/C	Senior Analyst	Policy Analyst II	Local Government Analyst III	N/C	Senior Analyst	Local Government Analyst III	[Management Analyst/ Planner III]	[Administrative Analyst I/Planner III]	LAFCO Analyst
Top Step	\$ 10,715	\$ 12,234	\$ 8,646		\$ 10,582	\$ 9,287	\$ 8,388		\$ 10,331	\$ 11,874	\$ 10,123	\$ 9,081	\$ 10,435
Retirement	Classic	2.5%@55	1.18%@50 to 2.43%@65	2%@55	2%@55	1.62% @ 65	3%@60		2%@55	2.7%@55	2%@61.25	3%@60	1.18%@50
	Enhanced Formula Cost	\$ 579		\$ 277		\$ 339		\$ 679		\$ 331	\$ 190	\$ 162	\$ 736
	EE Cost Sharing	\$ -858											\$ -275
	ER Paid Member Contrib			\$ 432									\$ -274
	Calc Classic EPMC as Spec Comp												
	Single Highest Year	\$ 64		\$ 43				\$ 59				\$ 64	
	Social Security	\$ 664	\$ 711	\$ 536				\$ 520		\$ 711	\$ 628	\$ 563	\$ 647
Deferred Compensation			\$ 85		\$ 810	\$ 186			\$ 103		\$ 272	\$ 313	
Other Ret.							\$ 108		\$ 826				
Insurance	Cafeteria						\$ 823			\$ 1,527			\$ 1,185
	Health	\$ 1,986	\$ 1,347	\$ 1,677		\$ 2,239	\$ 1,561		\$ 1,148		\$ 1,650	\$ 1,980	
	Dental	\$ 118	\$ 62	\$ 103		\$ 232	\$ 90		\$ 20		\$ 131	\$ 118	
	Vision	\$ 10				\$ 28					\$ 17	\$ 16	
	Other Ins. ¹		\$ 275				\$ 292						
Leaves	Vacation	\$ 659	\$ 706	\$ 499		\$ 536	\$ 1,097		\$ 596	\$ 685	\$ 618	\$ 856	\$ 1,003
	Holidays	\$ 536	\$ 706	\$ 432		\$ 488	\$ 429	\$ 387	\$ 556	\$ 548	\$ 467	\$ 454	\$ 401
	Admin Leave	\$ 165	\$ 329	\$ 291		\$ 936			\$ 397		\$ 633		
	Auto												
Benefit Package Total	\$ 3,923	\$ 4,136	\$ 4,376	\$ 0	\$ 5,071	\$ 3,093	\$ 3,673	\$ 0	\$ 3,978	\$ 3,661	\$ 4,305	\$ 4,783	\$ 3,442

NC - Non Comparator
1 - Local Agency Formation Commission of Alameda County: County allowance paid to employees for cafeteria benefit plans.

Local Agency Formation Commission of Santa Clara County
Appendix I: Market Compensation Data (sorted by Total Compensation)
January 2020

LAFCO Analyst										
Rank	Comparator Agency	Classification Title	Top Step Salary	Cost of Wages	Adjusted Top Step	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission Analyst	\$ 11,629	5.2%	\$ 12,234	\$ 4,136	\$ 16,370	7/1/2019	7/1/2020	3.00%
2	Local Agency Formation Commission of Monterey County	Senior Analyst	\$ 9,568	10.6%	\$ 10,582	\$ 5,071	\$ 15,653	6/24/2019	unknown	unknown
3	Local Agency Formation Commission of San Diego	Local Government Analyst III	\$ 10,343	14.8%	\$ 11,874	\$ 3,661	\$ 15,535	6/19/2019	unknown	unknown
4	Local Agency Formation Commission of Santa Clara County	LAFCO Analyst	\$ 10,715		\$ 10,715	\$ 3,923	\$ 14,638	10/11/2019	unknown	unknown
5	Local Agency Formation Commission of San Mateo ¹	[Management Analyst/ Planner III]	\$ 10,083	0.4%	\$ 10,123	\$ 4,305	\$ 14,428	12/15/2019	12/13/2020	3-4%
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7	Local Agency Formation Commission of Ventura County	LAFCO Analyst	\$ 9,178	13.7%	\$ 10,435	\$ 3,442	\$ 13,877	12/29/2019	unknown	unknown
8	Local Agency Formation Commission of Sonoma County ²	[Administrative Analyst I/Planner III]	\$ 8,115	11.9%	\$ 9,081	\$ 4,783	\$ 13,864	7/2/2019	6/2/2020	3.00%
9	Local Agency Formation Commission of Contra Costa County	Analyst II	\$ 8,219	5.2%	\$ 8,646	\$ 4,376	\$ 13,022	4/17/2019	unknown	unknown
10	Local Agency Formation Commission of Orange County	Policy Analyst II	\$ 8,248	12.6%	\$ 9,287	\$ 3,093	\$ 12,379	7/1/2019	unknown	unknown
11	Local Agency Formation Commission of Riverside County	Local Government Analyst III	\$ 7,231	16.0%	\$ 8,388	\$ 3,673	\$ 12,061	1/1/2020	unknown	unknown
12	Local Agency Formation Commission of Marin County	N/C								
13	Local Agency Formation Commission of Sacramento County	N/C								

Summary Results	Top Step Salary	Adjusted Top Step	Total Monthly
Average of Comparators	\$ 9,151	\$ 10,098	\$ 14,150
% Local Agency Formation Commission of Santa Clara County Above/Below	14.6%	5.8%	3.3%
Median of Comparators	\$ 9,038	\$ 10,227	\$ 14,093
% Local Agency Formation Commission of Santa Clara County Above/Below	15.7%	4.6%	3.7%
Number of Matches	10	10	10

N/C - Non Comparator

1 - Local Agency Formation Commission of San Mateo: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

2 - Local Agency Formation Commission of Sonoma County: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Local Agency Formation Commission of Santa Clara County
Appendix I: Market Compensation Data (sorted by Top Monthly Salary)
January 2020

LAFCO Executive Officer											
Rank	Comparator Agency	Classification Title	Top Step Salary	Cost of Wages	Adjusted Top Step	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	Local Agency Formation Commission of San Diego	Executive Officer LAFCO	\$ 19,464	14.8%	\$ 22,344	\$ 6,715	\$ 29,059	6/19/2019	unknown	unknown	
2	Local Agency Formation Commission of Riverside County	Executive Officer of LAFCO	\$ 15,417	16.0%	\$ 17,883	\$ 6,930	\$ 24,813	1/1/2020	unknown	unknown	
3	Local Agency Formation Commission of Monterey County	Executive Officer	\$ 15,679	10.6%	\$ 17,341	\$ 7,381	\$ 24,722	7/1/2019	unknown	unknown	
4	Local Agency Formation Commission of Ventura County	LAFCO Executive Officer	\$ 15,091	13.7%	\$ 17,158	\$ 5,119	\$ 22,277	12/29/2019	unknown	unknown	
5	Local Agency Formation Commission of San Bernardino	Executive Officer	\$ 14,554	16.1%	\$ 16,897	\$ 6,414	\$ 23,311	7/20/2019	7/18/2020	3.00%	
6	Local Agency Formation Commission of Orange County	Executive Officer	\$ 13,646	12.6%	\$ 15,365	\$ 4,990	\$ 20,355	1/1/2019	unknown	unknown	
7	Local Agency Formation Commission of Sacramento County	New Growth Manager	\$ 13,275	14.9%	\$ 15,253	\$ 5,712	\$ 20,965	6/22/2019	unknown	unknown	
8	Local Agency Formation Commission of Contra Costa County	Executive Officer	\$ 14,082	5.2%	\$ 14,814	\$ 6,559	\$ 21,374	4/17/2019	unknown	unknown	
9	Local Agency Formation Commission of San Mateo	Principal Management Analyst	\$ 14,189	0.4%	\$ 14,246	\$ 5,155	\$ 19,401	12/15/2019	12/13/2020	3-4%	
10	Local Agency Formation Commission of Sonoma County	LAFCO Executive Officer	\$ 12,067	11.9%	\$ 13,503	\$ 6,813	\$ 20,316	7/2/2019	6/2/2020	3.00%	
11	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission Executive Officer	\$ 12,792	5.2%	\$ 13,457	\$ 4,310	\$ 17,767	7/1/2019	7/1/2020	3.00%	
12	Local Agency Formation Commission of Marin County	Executive Officer	\$ 12,500	1.7%	\$ 12,713	\$ 3,847	\$ 16,560	1/1/2019	unknown	unknown	
13	Local Agency Formation Commission of Santa Clara County	LAFCO Executive Officer	\$ 12,101		\$ 12,101	\$ 4,118	\$ 16,219	10/11/2019	unknown	unknown	

Summary Results	Top Step Salary	Adjusted Top Step	Total Monthly
Average of Comparators	\$ 14,396	\$ 15,915	\$ 21,743
% Local Agency Formation Commission of Santa Clara County Above/Below	-19.0%	-31.5%	-34.1%
Median of Comparators	\$ 14,136	\$ 15,309	\$ 21,169
% Local Agency Formation Commission of Santa Clara County Above/Below	-16.8%	-26.5%	-30.5%
Number of Matches	12	12	12

N/C - Non Comparator

Local Agency Formation Commission of Santa Clara County
Appendix I: Benefit Detail
January 2020

Agency	Local Agency Formation Commission of Santa Clara County	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission of Contra Costa County	Local Agency Formation Commission of Marin County	Local Agency Formation Commission of Monterey County	Local Agency Formation Commission of Orange County	Local Agency Formation Commission of Riverside County	Local Agency Formation Commission of Sacramento County	Local Agency Formation Commission of San Bernardino	Local Agency Formation Commission of San Diego	Local Agency Formation Commission of San Mateo	Local Agency Formation Commission of Sonoma County	Local Agency Formation Commission of Ventura County	
Benchmark/ Comparator Agency Match	LAFCO Executive Officer	Local Agency Formation Commission Executive Officer	Executive Officer	Executive Officer	Executive Officer	Executive Officer	Executive Officer of LAFCO	New Growth Manager	Executive Officer	Executive Officer LAFCO	Principal Management Analyst	LAFCO Executive Officer	LAFCO Executive Officer	
Top Step	\$ 12,101	\$ 13,457	\$ 14,814	\$ 12,713	\$ 17,341	\$ 15,365	\$ 17,883	\$ 15,253	\$ 16,897	\$ 22,344	\$ 14,246	\$ 13,503	\$ 17,158	
Retirement	Classic	2.5%@55	1.18%@50 to 2.43%@65	2%@55	2%@55	2%@55	1.62% @ 65	3%@60	2%@55	2.7%@55	2%@61.25	3%@60	1.18%@50	
	Enhanced Formula Cost	\$ 653		\$ 474	\$ 407	\$ 555		\$ 1,449	\$ 488	\$ 541	\$ 358	\$ 228	\$ 1,094	\$ 275
	EE Cost Sharing	\$ -969							\$ -153				\$ -409	\$ -451
	ER Paid Member Contrib			\$ 741										
	Calc Classic EPMC as Spec Comp													
	Single Highest Year	\$ 73		\$ 74				\$ 125	\$ 76				\$ 95	
	Social Security	\$ 711	\$ 711	\$ 711				\$ 711	\$ 711	\$ 711	\$ 711	\$ 711	\$ 711	\$ 711
	Deferred Compensation			\$ 85		\$ 1,327	\$ 768		\$ 610	\$ 169			\$ 405	\$ 515
Other Ret.							\$ 108	\$ 1,352						
Insurance	Cafeteria			\$ 1,875			\$ 823	\$ 1,587		\$ 1,608			\$ 1,185	
	Health	\$ 1,986	\$ 1,347	\$ 1,677		\$ 2,239	\$ 1,561		\$ 1,148		\$ 1,650	\$ 1,980		
	Dental	\$ 118	\$ 62	\$ 103		\$ 232	\$ 90		\$ 20		\$ 131	\$ 118		
	Vision	\$ 10				\$ 28					\$ 17	\$ 16		
	Other Ins. ¹		\$ 275				\$ 375							
Leaves	Vacation	\$ 745	\$ 776	\$ 855	\$ 733	\$ 886	\$ 2,339	\$ 880	\$ 975	\$ 1,289	\$ 870	\$ 1,272	\$ 1,650	
	Holidays	\$ 605	\$ 776	\$ 741	\$ 587	\$ 800	\$ 709	\$ 825	\$ 821	\$ 910	\$ 1,031	\$ 658	\$ 675	
	Admin Leave	\$ 186	\$ 362	\$ 499	\$ 244	\$ 1,801		\$ 440	\$ 440	\$ 650	\$ 1,117	\$ 890	\$ 390	
	Auto			\$ 600		\$ 400	\$ 600	\$ 550	\$ 250	\$ 650	\$ 600	\$ 466	\$ 575	
Benefit Package Total	\$ 4,118	\$ 4,310	\$ 6,559	\$ 3,847	\$ 7,381	\$ 4,990	\$ 6,930	\$ 5,712	\$ 6,414	\$ 6,715	\$ 5,155	\$ 6,813	\$ 5,119	

N/C - Non Comparator

1 - Local Agency Formation Commission of Alameda County: County allowance paid to employees for cafeteria benefit plans.

Local Agency Formation Commission of Santa Clara County
Appendix I: Market Compensation Data (sorted by Total Compensation)
January 2020

LAFCO Executive Officer											
Rank	Comparator Agency	Classification Title	Top Step Salary	Cost of Wages	Adjusted Top Step	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	Local Agency Formation Commission of San Diego	Executive Officer LAFCO	\$ 19,464	14.8%	\$ 22,344	\$ 6,715	\$ 29,059	6/19/2019	unknown	unknown	
2	Local Agency Formation Commission of Riverside County	Executive Officer of LAFCO	\$ 15,417	16.0%	\$ 17,883	\$ 6,930	\$ 24,813	1/1/2020	unknown	unknown	
3	Local Agency Formation Commission of Monterey County	Executive Officer	\$ 15,679	10.6%	\$ 17,341	\$ 7,381	\$ 24,722	7/1/2019	unknown	unknown	
4	Local Agency Formation Commission of San Bernardino	Executive Officer	\$ 14,554	16.1%	\$ 16,897	\$ 6,414	\$ 23,311	7/20/2019	7/18/2020	3.00%	
5	Local Agency Formation Commission of Ventura County	LAFCO Executive Officer	\$ 15,091	13.7%	\$ 17,158	\$ 5,119	\$ 22,277	12/29/2019	unknown	unknown	
6	Local Agency Formation Commission of Contra Costa County	Executive Officer	\$ 14,082	5.2%	\$ 14,814	\$ 6,559	\$ 21,374	4/17/2019	unknown	unknown	
7	Local Agency Formation Commission of Sacramento County	New Growth Manager	\$ 13,275	14.9%	\$ 15,253	\$ 5,712	\$ 20,965	6/22/2019	unknown	unknown	
8	Local Agency Formation Commission of Orange County	Executive Officer	\$ 13,646	12.6%	\$ 15,365	\$ 4,990	\$ 20,355	1/1/2019	unknown	unknown	
9	Local Agency Formation Commission of Sonoma County	LAFCO Executive Officer	\$ 12,067	11.9%	\$ 13,503	\$ 6,813	\$ 20,316	7/2/2019	6/2/2020	3.00%	
10	Local Agency Formation Commission of San Mateo	Principal Management Analyst	\$ 14,189	0.4%	\$ 14,246	\$ 5,155	\$ 19,401	12/15/2019	12/13/2020	3-4%	
11	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission Executive Officer	\$ 12,792	5.2%	\$ 13,457	\$ 4,310	\$ 17,767	7/1/2019	7/1/2020	3.00%	
12	Local Agency Formation Commission of Marin County	Executive Officer	\$ 12,500	1.7%	\$ 12,713	\$ 3,847	\$ 16,560	1/1/2019	unknown	unknown	
13	Local Agency Formation Commission of Santa Clara County	LAFCO Executive Officer	\$ 12,101		\$ 12,101	\$ 4,118	\$ 16,219	10/11/2019	unknown	unknown	

Summary Results	Top Step Salary	Adjusted Top Step	Total Monthly
Average of Comparators	\$ 14,396	\$ 15,915	\$ 21,743
% Local Agency Formation Commission of Santa Clara County Above/Below	-19.0%	-31.5%	-34.1%
Median of Comparators	\$ 14,136	\$ 15,309	\$ 21,169
% Local Agency Formation Commission of Santa Clara County Above/Below	-16.8%	-26.5%	-30.5%
Number of Matches	12	12	12

N/C - Non Comparator

Local Agency Formation Commission of Santa Clara County
Appendix I: Market Compensation Data (sorted by Top Monthly Salary)
January 2020

LAFCO Office Specialist (Commission Clerk/Office Manager)											
Rank	Comparator Agency	Classification Title	Top Step Salary	Cost of Wages	Adjusted Top Step	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	Local Agency Formation Commission of Monterey County	Clerk to the Commission	\$ 7,895	10.6%	\$ 8,732	\$ 4,420	\$ 13,152	6/24/2019	unknown	unknown	
2	Local Agency Formation Commission of Ventura County	LAFCO Office Manager/Clerk of the Commission	\$ 7,679	13.7%	\$ 8,731	\$ 3,074	\$ 11,805	12/29/2019	unknown	unknown	
3	Local Agency Formation Commission of Sacramento County	Administrative Services Officer I	\$ 6,551	14.9%	\$ 7,527	\$ 3,094	\$ 10,621	6/23/2019	6/21/2019	2-4%	
4	Local Agency Formation Commission of San Diego	Administrative Assistant, Executive	\$ 6,321	14.8%	\$ 7,257	\$ 2,847	\$ 10,104	6/19/2019	unknown	unknown	
5	Local Agency Formation Commission of Orange County	Office Manager/Commission Clerk	\$ 6,371	12.6%	\$ 7,174	\$ 2,831	\$ 10,005	7/1/2019	unknown	unknown	
6	Local Agency Formation Commission of Marin County	LAFCO Administrative Secretary	\$ 7,029	1.7%	\$ 7,148	\$ 2,846	\$ 9,994	7/2/2017	unknown	unknown	
7	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission Clerk	\$ 6,663	5.2%	\$ 7,009	\$ 3,116	\$ 10,125	7/1/2019	7/1/2020	3.00%	
8	Local Agency Formation Commission of San Bernardino	Clerk to the Commission/Office Manager	\$ 5,985	16.1%	\$ 6,949	\$ 3,058	\$ 10,007	7/20/2019	7/18/2020	3.00%	
9	Local Agency Formation Commission of San Mateo	Administrative Secretary II	\$ 6,325	0.4%	\$ 6,350	\$ 2,974	\$ 9,324	10/6/2019	10/4/2020	2-3%	
10	Local Agency Formation Commission of Santa Clara County	LAFCO Office Specialist	\$ 6,277		\$ 6,277	\$ 3,936	\$ 10,212	6/18/2018	unknown	unknown	
11	Local Agency Formation Commission of Sonoma County	Administrative Aide	\$ 5,562	11.9%	\$ 6,224	\$ 3,696	\$ 9,920	7/2/2019	6/2/2020	3.00%	
12	Local Agency Formation Commission of Riverside County	Commission Coordinator	\$ 5,323	16.0%	\$ 6,174	\$ 2,950	\$ 9,124	1/1/2020	unknown	unknown	
13	Local Agency Formation Commission of Contra Costa County	Clerk/Executive Assistant	\$ 5,865	5.2%	\$ 6,170	\$ 3,657	\$ 9,827	4/17/2019	unknown	unknown	

Summary Results	Top Step Salary	Adjusted Top Step	Total Monthly
Average of Comparators	\$ 6,464	\$ 7,120	\$ 10,334
% Local Agency Formation Commission of Santa Clara County Above/Below	-3.0%	-13.4%	-1.2%
Median of Comparators	\$ 6,348	\$ 7,079	\$ 10,006
% Local Agency Formation Commission of Santa Clara County Above/Below	-1.1%	-12.8%	2.0%
Number of Matches	12	12	12

N/C - Non Comparator

Local Agency Formation Commission of Santa Clara County
Appendix I: Benefit Detail
January 2020

Agency	Local Agency Formation Commission of Santa Clara County	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission of Contra Costa County	Local Agency Formation Commission of Marin County	Local Agency Formation Commission of Monterey County	Local Agency Formation Commission of Orange County	Local Agency Formation Commission of Riverside County	Local Agency Formation Commission of Sacramento County	Local Agency Formation Commission of San Bernardino	Local Agency Formation Commission of San Diego	Local Agency Formation Commission of San Mateo	Local Agency Formation Commission of Sonoma County	Local Agency Formation Commission of Ventura County	
Benchmark/ Comparator Agency Match	LAFCO Office Specialist	Local Agency Formation Commission Clerk	Clerk/ Executive Assistant	LAFCO Administrative Secretary	Clerk to the Commission	Office Manager/ Commission Clerk	Commission Coordinator	Administrative Services Officer I	Clerk to the Commission/ Office Manager	Administrative Assistant, Executive	Administrative Secretary II	Administrative Aide	LAFCO Office Manager/ Clerk of the Commission	
Top Step	\$ 6,277	\$ 7,009	\$ 6,170	\$ 7,148	\$ 8,732	\$ 7,174	\$ 6,174	\$ 7,527	\$ 6,949	\$ 7,257	\$ 6,350	\$ 6,224	\$ 8,731	
Retirement	Classic	2.5%@55	1.18%@50 to 2.43%@65	2%@55	2%@55	2%@55	1.62% @ 65	3%@60	1.92% @ 60	2%@55	2.7%@55	2%@61.25	3%@60	1.18%@50
	Enhanced Formula Cost	\$ 339		\$ 197	\$ 229	\$ 279		\$ 500	\$ 120	\$ 222	\$ 116	\$ 102	\$ 504	\$ 140
	EE Cost Sharing	\$ -247							\$ -391				\$ -189	\$ -230
	ER Paid Member Contrib	\$ 470		\$ 309					\$ 387					
	Calc Classic EPMC as Spec Comp	\$ 35												
	Single Highest Year	\$ 38		\$ 31				\$ 43					\$ 44	
	Social Security	\$ 389	\$ 435	\$ 383				\$ 383	\$ 467		\$ 450	\$ 394	\$ 386	\$ 541
	Deferred Compensation			\$ 85		\$ 668	\$ 143			\$ 69			\$ 118	\$ 262
Other Ret.							\$ 108		\$ 556					
Insurance	Cafeteria				\$ 1,875			\$ 823			\$ 1,527		\$ 1,185	
	Health	\$ 1,986	\$ 1,347	\$ 1,677		\$ 2,239	\$ 1,561		\$ 1,569	\$ 1,148		\$ 1,650	\$ 1,980	
	Dental	\$ 118	\$ 62	\$ 103		\$ 232	\$ 90		\$ 119	\$ 20		\$ 131	\$ 118	
	Vision	\$ 10				\$ 28						\$ 17	\$ 16	
	Other Ins. ¹		\$ 275				\$ 292							
Leaves	Vacation	\$ 386	\$ 404	\$ 356	\$ 412	\$ 571	\$ 414	\$ 807	\$ 433	\$ 401	\$ 419	\$ 388	\$ 407	\$ 840
	Holidays	\$ 314	\$ 404	\$ 309	\$ 330	\$ 403	\$ 331	\$ 285	\$ 391	\$ 374	\$ 335	\$ 293	\$ 311	\$ 336
	Admin Leave	\$ 97	\$ 189	\$ 208						\$ 267				
	Auto													
Benefit Package Total		\$ 3,936	\$ 3,116	\$ 3,657	\$ 2,846	\$ 4,420	\$ 2,831	\$ 2,950	\$ 3,094	\$ 3,058	\$ 2,847	\$ 2,974	\$ 3,696	\$ 3,074

N/C - Non Comparator

1 - Local Agency Formation Commission of Alameda County: County allowance paid to employees for cafeteria benefit plans.

Local Agency Formation Commission of Santa Clara County
Appendix I: Market Compensation Data (sorted by Total Compensation)
January 2020

LAFCO Office Specialist											
Rank	Comparator Agency	Classification Title	Top Step Salary	Cost of Wages	Adjusted Top Step	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	Local Agency Formation Commission of Monterey County	Clerk to the Commission	\$ 7,895	10.6%	\$ 8,732	\$ 4,420	\$ 13,152	6/24/2019	unknown	unknown	
2	Local Agency Formation Commission of Ventura County	LAFCO Office Manager/Clerk of the Commission	\$ 7,679	13.7%	\$ 8,731	\$ 3,074	\$ 11,805	12/29/2019	unknown	unknown	
3	Local Agency Formation Commission of Sacramento County	Administrative Services Officer I	\$ 6,551	14.9%	\$ 7,527	\$ 3,094	\$ 10,621	6/23/2019	6/21/2019	2-4%	
4	Local Agency Formation Commission of Santa Clara County	LAFCO Office Specialist	\$ 6,277		\$ 6,277	\$ 3,936	\$ 10,212	6/18/2018	unknown	unknown	
5	Local Agency Formation Commission of Alameda County	Local Agency Formation Commission Clerk	\$ 6,663	5.2%	\$ 7,009	\$ 3,116	\$ 10,125	7/1/2019	7/1/2020	3.00%	
6	Local Agency Formation Commission of San Diego	Administrative Assistant, Executive	\$ 6,321	14.8%	\$ 7,257	\$ 2,847	\$ 10,104	6/19/2019	unknown	unknown	
7	Local Agency Formation Commission of San Bernardino	Clerk to the Commission/Office Manager	\$ 5,985	16.1%	\$ 6,949	\$ 3,058	\$ 10,007	7/20/2019	7/18/2020	3.00%	
8	Local Agency Formation Commission of Orange County	Office Manager/Commission Clerk	\$ 6,371	12.6%	\$ 7,174	\$ 2,831	\$ 10,005	7/1/2019	unknown	unknown	
9	Local Agency Formation Commission of Marin County	LAFCO Administrative Secretary	\$ 7,029	1.7%	\$ 7,148	\$ 2,846	\$ 9,994	7/2/2017	unknown	unknown	
10	Local Agency Formation Commission of Sonoma County	Administrative Aide	\$ 5,562	11.9%	\$ 6,224	\$ 3,696	\$ 9,920	7/2/2019	6/2/2020	3.00%	
11	Local Agency Formation Commission of Contra Costa County	Clerk/Executive Assistant	\$ 5,865	5.2%	\$ 6,170	\$ 3,657	\$ 9,827	4/17/2019	unknown	unknown	
12	Local Agency Formation Commission of San Mateo	Administrative Secretary II	\$ 6,325	0.4%	\$ 6,350	\$ 2,974	\$ 9,324	10/6/2019	10/4/2020	2-3%	
13	Local Agency Formation Commission of Riverside County	Commission Coordinator	\$ 5,323	16.0%	\$ 6,174	\$ 2,950	\$ 9,124	1/1/2020	unknown	unknown	

Summary Results	Top Step Salary	Adjusted Top Step	Total Monthly
Average of Comparators	\$ 6,464	\$ 7,120	\$ 10,334
% Local Agency Formation Commission of Santa Clara County Above/Below	-3.0%	-13.4%	-1.2%
Median of Comparators	\$ 6,348	\$ 7,079	\$ 10,006
% Local Agency Formation Commission of Santa Clara County Above/Below	-1.1%	-12.8%	2.0%
Number of Matches	12	12	12

N/C - Non Comparator



Appendix II

Summary of Recommendations

Local Agency Formation Commission of Santa Clara County
Appendix II: Summary of Recommendations

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

Target Completion Date: To be determined by SCLAFCO

	Priority	Date	Recommendation
1	H		Creation of a LAFCO Assistant Executive Officer classification and reclassification of one LAFCO Analyst to the new classification.
2	H		Revision of the class description and retitling of the LAFCO Office Specialist to LAFCO Commission Clerk/Office Manager.
3	H		Creation of a LAFCO Analyst Associate/I/II classification series.
4	H		Addition of 1.0 LAFCO Analyst Associate position, increasing headcount from 4 to 5 FTEs, and reclassification of the LAFCO Office Specialist to the new position which will require the filling the vacancy of the LAFCO Commission Clerk/Office Manager.
5	H		Implementation of salary ranges for new classifications and market salary adjustments for current classification salary ranges, with highest priority for adjustment of the LAFCO Executive Officer salary range.
6	M		Review/revision of current County MOU to ensure flexibility to make staffing and compensation changes determined by the Commission to be necessary to implement strategic goals and initiatives.
7	H		Revision of the current evaluation process for the LAFCO Executive Officer to increase involvement of the Commission, including compensation recommendations.



Appendix III

Market Staffing Analysis

Local Agency Formation Commission of Santa Clara County
Appendix III: Market Staffing Analysis - 5yr MSR Agencies
February 2020

	Santa Clara Co LAFCO	% of Total Staffing	Marin Co LAFCO	% of Total Staffing	Monterey Co LAFCO ³	% of Total Staffing	Orange Co LAFCO ⁴	% of Total Staffing	Riverside Co LAFCO ⁵	% of Total Staffing	San Bernardino Co LAFCO ⁶	% of Total Staffing	San Diego Co LAFCO ⁷	% of Total Staffing	Average FTE	Average % of TS
Management	1.0	25.0%	1.0	35.1%	1.0	25.0%	1.5	30.0%	1.5	25.0%	1.0	21.1%	1.5	18.8%	1.38	26.3%
Executive Officer	1	25.0%	1	35.1%	1	25.0%	1	20.0%	1	16.7%	1	21.1%	1	12.5%	1.00	19.14%
Assistant Executive Officer ¹	0	0.0%	0	0.0%	0	0.0%	0.5	10.0%	0.5	8.3%	0	0.0%	0.5	6.3%	0.25	4.78%
Senior Analyst ²	0	0.0%	0	0.0%	0.5	12.5%	0	0.0%	0	0.0%	0.25	5.3%	0	0.0%	0.13	2.39%
Professional	2	50.0%	1	35.1%	1.5	37.5%	2.5	50.0%	2.5	41.7%	1.75	36.8%	3.5	43.8%	2.13	40.67%
Assistant Executive Officer ¹	0	0.0%	0	0.0%	0	0.0%	0.5	10.0%	0.5	8.3%	0	0.0%	0.5	6.3%	0.25	4.78%
Senior Analyst ²	0	0.0%	0	0.0%	1.5	37.5%	0	0.0%	0	0.0%	0.75	15.8%	0	0.0%	0.38	7.18%
Analyst	2	50.0%	1	35.1%	0	0.0%	2	40.0%	2	33.3%	1	21.1%	3	37.5%	1.50	28.71%
Administrative	1	25.0%	0.85	29.8%	1.5	37.5%	1	20.0%	2	33.3%	2	42.1%	3	37.5%	1.73	33.01%
Office Manager/Clerk of the Commission	1	25.0%	0.85	29.8%	1	25.0%	1	20.0%	1	16.7%	1	21.1%	1	12.5%	0.98	18.66%
Administrative Assistant	0	0.0%	0	0.0%	0.5	12.5%	0	0.0%	1	16.7%	1	21.1%	2	25.0%	0.75	14.35%
Total Staff	4	100.0%	2.9	100.0%	4.0	100.0%	5	100.0%	6	100.0%	4.75	100.0%	8	100.0%	5.23	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 - Monterey: Flexibly-staffed Senior/Principal Analyst, Assistant/Associate Analyst
- 4 - Orange: Flexibly staffed Policy Analyst I/II
- 5 - Riverside: Assistant EO new for 2020 subject to approval at Jan Commission meeting; flexibly staffed Local Gov Analyst I/II/III
- 6 - San Bernardino: Senior Analyst, Analyst-GIS/Database Management
- 7 - San Diego: Assistant EO budgeted, but not filled since 2010; Local Gov Analyst I/II/III and GIS Analyst

Local Agency Formation Commission of Santa Clara County
Appendix III: Market Staffing Analysis - All Agencies
February 2020

	Santa Clara Co LAFCO	% of Total Staffing	Alameda Co LAFCO	% of Total Staffing	Contra Costa Co LAFCO ¹	% of Total Staffing	Marin Co LAFCO	% of Total Staffing	Monterey Co LAFCO ²	% of Total Staffing	Orange Co LAFCO ³	% of Total Staffing
Management	1.0	25.0%	1.0	33.3%	1.0	33.3%	1.0	35.1%	1.0	22.2%	1.5	30.0%
Executive Officer	1	25.0%	1	33.3%	1	33.3%	1	35.1%	1	22.2%	1	20.0%
Assistant/ Deputy Executive Officer	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.5	10.0%
Professional	2	50.0%	1	33.3%	1	33.3%	1	35.1%	2	44.4%	2.5	50.0%
Assistant/Deputy Executive Officer	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%	2	44.4%	0	0.0%
Analyst	2	50.0%	1	33.3%	1	33.3%	1	35.1%	0	0.0%	2	40.0%
Administrative	1	25.0%	1	33.3%	1	33.3%	0.85	29.8%	1.5	33.3%	1	20.0%
Office Manager/Clerk of the Commission	1	25.0%	1	33.3%	1	33.3%	0.85	29.8%	1	22.2%	1	20.0%
Administrative Assistant	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0.5	11.1%	0	0.0%
Total Staff	4	100.0%	3	100.0%	3	100.0%	2.9	100.0%	4.5	100.0%	5	100.0%

Notes

- 1 - Contra Costa: Flexibly-staffed Analyst I/II
- 2 - Monterey: Flexibly-staffed Senior/Principal Analyst, Assistant/Associate Analyst
- 3 - Orange: Flexibly staffed Policy Analyst I/II
- 4 - Riverside: Assistant EO new for 2020 subject to approval at Jan Commission meeting; flexibly staffed Local Gov Analyst I/II/III
- 5 - San Bernardino: Senior Analyst, Analyst-GIS/Database Management
- 6 - San Diego: Assistant EO budgeted, but not filled since 2010; Local Gov Analyst I/II/III and GIS Analyst
- 7 - Sonoma: Flexibly-staffed Administrative Analyst I/II/III

Local Agency Formation Commission of Santa Clara County
Appendix III: Market Staffing Analysis - All Agencies
February 2020

Riverside Co LAFCO ⁴	% of Total Staffing	Sacramento Co LAFCO	% of Total Staffing	San Bernardino Co LAFCO ⁵	% of Total Staffing	San Diego Co LAFCO ⁶	% of Total Staffing	San Mateo Co LAFCO	% of Total Staffing	Sonoma Co LAFCO ⁷	% of Total Staffing	Ventura Co LAFCO	% of Total Staffing	Average FTE	Market Average Staffing (% of Total Agency Staffing)
1.5	25.0%	1.0	50.0%	1.0	20.0%	1.5	18.8%	1.0	40.0%	1.4	43.8%	1.5	37.5%	1.2	25.0%
1	16.7%	1	50.0%	1	20.0%	1	12.5%	1	40.0%	1	31.3%	1	25.0%	1.0	20.8%
0.5	8.3%	0	0.0%	0	0.0%	0.5	6.3%	0	0.0%	0.4	12.5%	0.5	12.5%	0.2	4.2%
2.5	41.7%	0	0.0%	2	40.0%	3.5	43.8%	1	40.0%	1.3	40.6%	1.5	37.5%	2.4	50.08%
0.5	8.3%	0	0.0%	0	0.0%	0.5	6.3%	0	0.0%	0.4	12.5%	0.5	12.5%	0.2	4.80%
0	0.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1.1	22.64%
2	33.3%	0	0.0%	1	20.0%	3	37.5%	1	40.0%	0.9	28.1%	1	25.0%	1.1	22.64%
2	33.3%	1	50.0%	2	40.0%	3	37.5%	0.5	20.0%	0.5	15.6%	1	25.0%	1.2	24.96%
1	16.7%	1	50.0%	1	20.0%	1	12.5%	0.5	20.0%	0.5	15.6%	1	25.0%	0.9	17.76%
1	16.7%	0	0.0%	1	20.0%	2	25.0%	0	0.0%	0	0.0%	0	0.0%	0.3	7.20%
6	100.0%	2	100.0%	5	100.0%	8	100.0%	2.5	100.0%	3.2	100.0%	4	100.0%	4.81	100.00%



Appendix IV

Classification Concepts



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 SCLAFCO, 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 SCLAFCO's changing environment and service delivery expectations, as well as being in line with SCLAFCO'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 SCLAFCO. 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 SCLAFCO 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 SCLAFCO (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 SCLAFCO 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, SCLAFCO 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 SCLAFCO 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 SCLAFCO -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 SCLAFCO -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 SCLAFCO 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 SCLAFCO.

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 SCLAFCO.

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 SCLAFCO, 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.



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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, SCLAFCO -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 SCLAFCO 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.



Appendix V

Classification Descriptions

LAFCO ANALYST SERIES

DEFINITION

The LAFCO Analyst series describes levels of positions that under general supervision (LAFCO Associate Analyst/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 Santa Clara County; responsible for a variety of specialized studies, report preparation and public contact; and performs related work as required.

DISTINGUISHING CHARACTERISTICS

The LAFCO Analyst series is flexibly staffed and positions may be budgeted to be filled by advancement from a lower 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 series is distinguished from the LAFCO Assistant Executive Officer in that the latter class routinely provides technical guidance and supervision to analytical and support staff and performs the most complex and highly sensitive body of analytical work with a high degree of independence.

Definition of Levels

The allocation of positions to a level of the LAFCO Analyst series depends on the responsibilities and complexities of the assignment and the nature of the program activities measured by such factors as: breadth of responsibility, independent judgment, information system knowledge, supervision or project management exercised, impact on the organization, interaction with others and job knowledge.

LAFCO Associate Analyst

This is the first and pre-professional level within the series. Incumbents receive delegated assignments with defined scope, pre-determined methodology and well-established procedures. Work assignments are typically subject to detailed and frequent review.

LAFCO Analyst I

This is the first working professional level within the series. Initially under close supervision, incumbents learn LAFCO systems, operations, practices, and procedures. Incumbents are initially assigned projects or responsibilities that are routine in nature and narrow in scope. 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 full journey/professional level class within the series. Positions at this level are distinguished 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.

TYPICAL TASKS

The following tasks are typical of those performed by incumbents in this class series, other related duties may be performed. Not all duties listed are necessarily performed by each individual at each level.

Associate Analyst:

- Develops, maintains, and implements LAFCO's administrative procedures; develops and maintains LAFCO application processing procedures and process flow charts; maintains records of implementations and recommends improvements to procedures, as necessary; and provides training to staff on the procedures.
- Processes LAFCO applications; reviews applications for completeness and consistency with filing requirements; facilitates application review meetings and coordinates reports from various County departments; and assists with evaluating application consistency with LAFCO application filing requirements, policies and state law.
- Gathers data, analyzes information, and prepares reports outlining methodology, analysis and recommendations related to LAFCO specific areas; conducts or participates in statewide surveys on LAFCO operations, procedures and policies; and assists with staff reports and performs studies by collecting, tabulating and analyzing data using appropriate statistical methods to identify trends.
- Determines the location of cities and special districts boundaries, urban service areas and sphere of influence boundaries in response to inquiries by public/private agencies; reviews and verifies changes made to cities and special district layers in GIS; conducts research and generates vicinity maps of boundaries for cities and special districts upon request.
- Creates and maintains a database for tracking application and project activities and retrieves information; performs research and prepares reports using the database.
- Provides graphical support for LAFCO programs including the development of maps, charts, displays, presentations, graphics, brochures, and drawings; prepares materials for grant applications.
- May serve as Commission Clerk, as needed.

Analyst I/II:

- Conducts analysis relating to the California Environmental Quality Act (CEQA) and on a variety of special projects involving research, data collection and other tasks supporting the operations of Santa Clara County LAFCO; performs a variety of responsible and specialized technical services involving administrative, planning, financial, legislative, and data analysis.
- Conducts special studies involving inter-jurisdictional or inter-agency coordination, most of which is of a complex, controversial, and politically sensitive nature.
- Reviews and analyzes proposals filed with LAFCO, conducts field investigations, makes recommendations, and prepares and presents staff reports to Commission or LAFCO Executive Officer in written or oral form.
- Researches, analyzes, and interprets information and data necessary to meet State law requirements and LAFCO policies and objectives.
- Oversees contracts and consultants related to special studies.
- Makes verbal presentations and manages public participation/outreach processes relating to pending LAFCO proposals, studies, policies, and procedures; develops a variety of graphic presentation materials for community meetings and public hearings.
- Interprets and explains governmental regulations, policies and procedures to the public, governmental agencies, staff, and consultants.

- Advises management on the impact of new and proposed state and local legislation that pertains to LAFCO.
- Responds to inquiries from 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

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 Associate Analyst:

Equivalent to a bachelor's degree in public administration, city and regional planning or closely related field.

Knowledge of:

- General principles and practices of public administration.
- Basic statistical research techniques and procedures.
- Data collection techniques.
- Communication techniques required for gathering, evaluating, and transmitting information.
- Design techniques and tools to produce maps and graphics.
- Computer applications related to the work, including word processing, database, spreadsheet, publishing, and presentation applications, and Geographical Information Systems (GIS) software.

Ability to:

- Collect, assemble, and analyze simple technical data.
- Prepare a variety of graphic materials such as maps, charts, and displays.
- Prepare boundary maps and illustrative graphics using GIS and other software.
- Speak effectively and participate in group meetings and individual interviews with members of the public and agency staff.

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. A master's degree in public administration or city and regional planning may be substituted for two (2) years of the required experience. A master's degree in a closely related field may be substituted for one (1) year of the required experience.

Knowledge of:

- Principles and practices of public administration and urban and regional land planning.
- Research, analysis, and statistical methods applicable to management analysis.
- State and local laws and guidelines relating to environmental protection.
- Methods and techniques of effective technical report preparation and presentation.
- Design techniques and tools to produce maps and graphics.
- Computer applications related to the work, including word processing, database, spreadsheet, publishing, and presentation applications, and Geographical Information Systems (GIS) software.

Ability to:

- Collect, interpret, and evaluate data of a complex and specialized nature.

- Communicate and present concise, logical oral and written reports.
- Understand, interpret, and apply laws, policies, and procedures.
- Gain and maintain the confidence and cooperation of those contacted during the course of work.

LAFCO Analyst II:

Equivalent to 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, including two (2) years working in a professional capacity on interagency planning projects with a LAFCO, city or county planning department, or related public agency. A master's degree in public administration or city and regional planning may be substituted for two (2) years of the required experience. A master's degree in a closely related field may be substituted for one (1) year of the required experience.

Knowledge of:

- Applicable local, state, and federal law guidelines and standards including those related to environmental protection.
- Statutory purposes of LAFCO and state and local regulations relating to LAFCO.
- Research, analysis, and statistical methods applicable to land use and environmental analysis.

Ability to:

- Reason logically and creatively and utilize a variety of analytical techniques to resolve complex and specialized problems.
- Understand, interpret, and apply laws, policies, and procedures.
- Plan, organize, and conduct work assignments under minimum direction or independently and meet deadlines.
- Manage and coordinate large projects and studies.
- Gain and maintain the confidence and cooperation of those contacted during the course of work especially in sensitive relationships with representatives of departmental and other outside groups.
- Represent LAFCO and or act as LAFCO spokesperson.

Possession of a valid California Driver's License prior to appointment and the ability to qualify for a County Driver's Permit.

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 administering departmental policies and procedures,

LAFCO ASSISTANT EXECUTIVE OFFICER

DEFINITION

Under general direction, assists the LAFCO Executive Officer in carrying out the policies and directives of the Local Agency Formation Commission (LAFCO) of Santa Clara County; administers and supervises day-to-day activities, duties, and responsibilities of LAFCO programs; and performs other related duties as assigned.

DISTINGUISHING CHARACTERISTICS

This is a single-position management classification responsible for assisting the Executive Officer in carrying out the policies and directives of LAFCO. Responsibilities include developing and implementing policies and procedures for assigned programs, budget administration and reporting, and program evaluation. Incumbents serve as a professional-level resource for organizational, managerial, and operational analyses and studies. Performance of the work requires the use of considerable independence, initiative, and discretion within established guidelines. The LAFCO Assistant Executive Officer differs from the LAFCO Executive Officer as the LAFCO Executive Officer has overall responsibility for all functions and activities of the LAFCO program under policy direction from the Commission.

TYPICAL TASKS

- Serves as assistant to the LAFCO Executive Officer and acts in place of the LAFCO Executive Officer in his or her absence.
- Directly supervises other LAFCO staff on projects identified by the LAFCO Executive Officer.
- 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 and supervises the preparation of negative declarations and other environmental documents where LAFCO is the Lead Agency.
- Assists the LAFCO Executive Officer in preparing and administers LAFCO's annual budget.
- Plans, organizes, and directs the activities of staff in the receiving, processing, and analyzing of applications and petitions for LAFCO action including the creation of staff reports and holding of public hearings.
- Reviews and researches legislative topics, 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.
- Manages and conducts special studies such as Municipal Service Reviews and Sphere of Influence studies involving inter-jurisdictional or inter-agency coordination.
- Selects and hires staff and ensures the orientation, training, and development of program staff; directs and evaluates the work of subordinate staff and consultants.

- Acts as liaison between the Commission, the general public, and other governmental agencies; develops public participation and outreach processes and 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.
- Performs 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 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 supervisory, management or administrative experience that demonstrates the ability to perform the typical tasks. A master's degree in public administration or city and regional planning may be substituted for two (2) years of the required experience. A master's degree in a closely related field may be substituted for one (1) year of the required experience. LAFCO work experience or working in a professional capacity in city or county planning or public administration is highly desirable.

Possession of a valid California Driver's License prior to appointment and the ability to qualify for a County Driver's Permit.

Knowledge of:

- LAFCO laws, practices, and procedures, and federal, state, and local laws and guidelines related to environmental protection.
- Public administration and financing and functions of counties, cities, and special districts.
- Urban and regional planning principles, practices, and techniques.
- Principles of organization and administrative, fiscal and program management.
- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.
- Communication techniques required for gathering, evaluating, and transmitting information.
- Principles and practices of budget development and administration.
- Public outreach methods and procedures.
- Computer applications related to the work, including word processing and Geographical Information Systems (GIS) software.

Ability to:

- Plan, organize, supervise, direct, and implement administrative and analytical support activities, including large and/or controversial projects, for LAFCO.
- Select and supervise staff, provide training and development opportunities, ensure work is performed effectively, and evaluate performance in an objective and positive manner.
- Organize public hearings and speak effectively in public.
- Work independently and meet deadlines.
- Analyze and interpret data and formulate recommendations.
- Develop and effectively utilize available resources.
- Establish and maintain effective working relationships with elected officials, the public, and staff of other agencies.

- Effectively represent LAFCO in meetings with governmental agencies, community groups, various business, professional, and regulatory organizations, and in meetings with individuals.
- Communicate clearly and concisely, both orally and in writing.

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 administering departmental policies and procedures.

LAFCO COMMISSION CLERK/OFFICE MANAGER

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.

DISTINGUISHING CHARACTERISTICS

This is a journey-level classification responsible for providing skilled administrative 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 meetings, including preparation of the preliminary agenda; assembles and copies agenda material and supporting documents; posts agenda on-line and arranges for the distribution of agenda materials to Commissioners, staff and others.
- Attends and clerks Commission meetings and prepares meeting minutes and summary of proceedings to create the official record; indexes, retrieves, and provides for the retention of documents related to LAFCO proceedings.
- 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; designs newsletters, flyers and reports for publication online as well as in hard copy format.
- Receives, processes, and monitors economic interest statements and tracks and records Commissioner and staff compliance with required training.
- Provides LAFCO's response to Public Records Requests in compliance with the State Public Records Act.

Administrative Support

- Oversees the daily administration of LAFCO fiscal affairs in accordance with LAFCO and County of Santa Clara policies, including accounts receivable, accounts payable, payroll, and purchasing.
- Coordinates routine office maintenance issues and special maintenance projects and acts as liaison to the property management and maintenance team for the LAFCO office.
- Acts as primary contact and coordinates with various vendors and service providers for services such as acquisition, installation, and maintenance of network and desktop hardware and software, printers, phones, and office security system.
- Administers service agreements with vendors for records management system, website maintenance and hosting, digitization and printing services, and other support services as needed.
- Maintains electronic document management system, office files and records.
- Establishes controls on correspondence with deadlines and expiration dates.

- Develops and implements office methods, procedures, and forms; assists in creating operating and policy manuals; and recommends changes as necessary.
- 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).
- Sets up audio/visual equipment in meeting rooms and performs minor troubleshooting as necessary.
- Makes travel arrangements for staff and commissioners and coordinates travel reimbursement process.
- Interacts with LAFCO staff, County departments, other agencies and public entities, and other county LAFCOs; participates in LAFCO-related organizations and professional associations.
- Screens office visitors and phone calls, meets the public, makes appointments, and arranges conferences and events.
- Independently composes correspondence requiring application of specialized knowledge from notes or oral directions.
- 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:

- Basic parliamentary procedures and local/State laws and policies relating to conducting and/or adjourning official meetings.
- 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, website content management, 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.
- Maintain impartiality and objectivity in recording conflicting and controversial viewpoints in discussions of sensitive public issues.
- Interpret, evaluate, select, organize, and condense a variety of discussions in order 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 elected officials, staff, public, and media.
- Establish and maintain effective working relationships.
- Prepare a variety of financial and database reports, resolutions, correspondence, and other written materials.
- Write proficiently in various established styles and formats using proper English and correct spelling, punctuation, and grammar.
- 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 administering departmental policies and procedures.

LAFCO EXECUTIVE OFFICER

DEFINITION

Under policy direction of the Local Agency Formation Commission (LAFCO) of Santa Clara County, plans, organizes, directs, and coordinates the activities of the LAFCO program; provides leadership, policy guidance, strategic direction and day-to-day management of LAFCO; fosters cooperative working relationships with the Commission, the County of Santa Clara, cities and special districts, the public and other entities; and performs other related duties as assigned.

DISTINGUISHING CHARACTERISTICS

This is a single position executive classification that is appointed by the Commission. The LAFCO Executive Officer reports directly to the Commission and performs all duties necessary for the proper and efficient management of LAFCO as determined by the Commission and State law. The incumbent has full management responsibility for the Santa Clara County LAFCO program and is the liaison between the LAFCO Commission and the general public, and other governmental agencies including the County, special districts, cities and other regional and state agencies.

The LAFCO Executive Officer differs from the LAFCO Assistant Executive Officer in that the LAFCO Executive Officer is responsible for all functions and activities of the LAFCO program. The LAFCO Executive Officer takes policy direction from the Commission and reports to the County Executive's Office on personnel and administrative matters.

TYPICAL TASKS

- Plans, organizes, and administers, either directly or through management staff, the receiving, processing, and analyzing of applications and petitions for LAFCO action.
- Directs and coordinates the development and implementation goals, policies, and work programs subject to LAFCO review and approval implements policies and procedures for carrying out functions of the program and evaluates programs and procedures for overall effectiveness.
- Monitors changes in laws, regulations, and technology that may affect LAFCO operations; implements policy and procedural changes as required.
- Represents LAFCO in meetings with governmental agencies, community groups, and various business, regulatory and legislative organizations; establishes and cultivates relationships with LAFCO stakeholders; acts as the LAFCO liaison with the media.
- Directs studies, reviews staff reports and makes recommendations on proposals submitted to LAFCO involving jurisdictional/boundary changes for cities or special districts.
- Directs special studies such as Municipal Service Reviews and Sphere of Influence studies involving inter-jurisdictional or inter-agency coordination.
- Defines personnel resource needs and allocates them as required to reach program objectives; oversees the selection, training, professional development, and performance evaluation of staff; and directs and evaluates the work of subordinate staff and consultants.

- Creates contracts to hire consultants; responsible for effective management of contracts to ensure that products are delivered.
- Oversees the preparation of the annual budget for LAFCO; authorizes directly or through staff, expenditures, and purchases; provides information regarding the financial condition and needs to the Commission.
- Ensures that the Commission is kept informed of LAFCO functions, activities, and financial status, and of legal, social and economic issues affecting LAFCO activities.
- Keeps abreast of new trends and developments related to LAFCO's activities, rules and regulations and actively participates in LAFCO-related organizations and professional associations.
- Performs 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 a bachelor's degree in public administration, city and regional planning or closely related field AND seven (7) years of professional land use planning or administering a public program or related experience, including supervisory, management or administrative experience that demonstrates the ability to perform the typical tasks. A master's degree in public administration or city and regional planning may be substituted for two (2) years of the required experience. A master's degree in a closely related field may be substituted for one (1) year of the required experience.

LAFCO work experience or working in a professional capacity in city or county planning or public administration is highly desirable.

Possession of a valid California Driver's License prior to appointment and the ability to qualify for a County Driver's Permit.

Knowledge of:

- LAFCO laws, practices, and procedures, and federal, state, and local laws and guidelines related to environmental protection.
- Public administration and financing and functions of counties, cities, and special districts.
- Principles of organization and administrative, fiscal and program management.
- Urban and regional planning principles, practices, and techniques.
- Administrative principles, practices, and methods including goal setting, program development, implementation and evaluation, policy and procedure development, quality control, and work standards.
- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.
- Principles and practices of budget development and administration.
- Principles and practices of contract administration and evaluation.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- Techniques for providing a high level of customer service and for effectively dealing with the public, local agency staff, and other entities.
- Computer applications relevant to the work performed and communication tools used for business functions and program, project, and task coordination.
- Communication techniques required for gathering, evaluating and transmitting information.
- Public outreach methods and procedures.

Ability to:

- Develop and implement goals, objectives, practices, policies, procedures, and work standards.
- Provide administrative, management, and professional leadership for the LAFCO.
- Understand, interpret, and apply all pertinent laws, codes, regulations, policies and procedures, and standards relevant to work performed.
- Develop creative and practical solutions to complex problems.
- Select and supervise staff, provide training and development opportunities, ensure work is performed effectively, and evaluate performance in an objective and positive manner.
- Effectively represent the agency in meetings with governmental agencies; community groups; various business, professional, and regulatory organizations; and in meetings with individuals.
- Use tact, initiative, prudence, and independent judgment within general legal, policy, and procedural guidelines.
- Organize public hearings and speak effectively in public.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.
- Communicate clearly and concisely, both orally and in writing.

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 administering departmental policies and procedures.



Appendix VI

Recommended Position Allocations

Local Agency Formation Commission of Santa Clara County
 Recommended Allocations
 February, 2020

Last Name	First Name	Current Title	Recommended Title	Action
Abello	Emmanuel	LAFCO Office Specialist	LAFCO Associate Analyst	Reclassification
Noel	Dunia	LAFCO Analyst	LAFCO Assistant Executive Officer	Reclassification
Palacherla	Neelima	LAFCO Executive Officer	LAFCO Executive Officer	No Change
Rajagopalan	Lakshmi	LAFCO Analyst	LAFCO Analyst II	Title Change

No Change
Title Change
Reclassification



Appendix VII

ERI Geographic Assessor Methodology

Methodology

The Geographic Assessor® & Pay Survey

ERI Economic Research Institute was founded over 25 years ago to provide compensation applications for private and public organizations. ERI's applications are available to management, analysts and consultants and are now widely used by client organizations. Subscribers include corporate compensation, relocation, human resources, and other professionals, as well as independent consultants and counselors, and US and Canadian public sector administrators (including military, law enforcement, city/county, state/provincial, and federal government pay administrators).

ERI compiles the most robust salary, cost-of-living, and executive compensation survey data available, with current market data for more than 1,000 industry sectors. The majority of the Fortune 500 and thousands of other small and medium sized organizations rely on ERI data and analytics for compensation and salary planning, relocations, disability determinations, board presentations, and setting branch office salary structures in the United States, Canada, and worldwide.

ERI is a leader in the collection, and analysis of compensation, occupation, and cost-of-living data. All data are employer-provided and come from a variety of sources. Survey data are collected through internally conducted salary surveys and the purchase of third party salary surveys. Additional data are gathered through the digitization of Proxy and 10-K data and Freedom of Information Requests in the US. Compensation data are compiled in terms of mean and median salaries for jobs of similar duties, responsibilities, skills, and functions through an extensive job matching process. **ERI** produces surveys and application analyses by which managers, advisors, and Boards of Directors may make recommendations and/or decisions. **ERI** does not provide fee-for-service consulting; our sole focus is providing valid and reliable information to our subscribers.

Overview

The **Geographic Assessor & Pay Survey** application and databases present in-depth time series regression analyses of base salary and wage differences among and between different cities and areas. ERI researchers have utilized these regression techniques for decades, the difference from the original publication being the extent and quality of survey data that are available today. Geographic cost of labor regressions represent analyses of the demand and supply of labor (as opposed to cost-of-living's reflection of the demand and supply of goods and services). ERI has been collecting and analyzing salary surveys since its founding; over 20 million position incumbents' data are now included in ERI's survey databases. For those interested, we refer the reader to ERI's founder's original published article on this subject:

Thomsen, D. J. (1974). Geographic Differentials in Salaries Within The United States, *Personnel Journal*, 53, 9, 670-4.

Salary/Wage Differentials

The **Geographic Assessor & Pay Survey** application is an easy-to-use program that aids with the assessment of branch location wage and salary competitiveness and the setting of salary structures. ERI's **Geographic Assessor & Pay Survey** application calculates wage and salary differentials between any of over 7,300 North American cities and almost 1,300 European cities.

Cost-of-Living Analyses

The **Geographic Assessor & Pay Survey** application and databases presents cursory cost-of-living information. This information is limited to renters' spending patterns and is intended to provide only a first look at the relative buying power of wages/salaries in different areas. ERI recommends using salary differentials for salary structure adjustments; however, the Geographic Assessor does report summary cost-of-living differentials to develop a more comprehensive picture of a location (or potentially for use in conjunction with the salary differentials).

Statistical Methodology

The **Geographic Assessor & Pay Survey** application consists of linear regression analyses programs. Eight trend lines are created for any area. Local area salary data are compared to the corresponding national salary by job or job family to create a series of differentials per area. A sample of these differentials by job or job family is displayed on the Graphs tab. To create a single differential across jobs (one that can vary by salary level), the average, conditional on salary level, is computed via a simple linear regression (the regression line is also displayed on the Graphs tab). Since these differentials vary both by salary and salary structure, a separate regression is performed for each salary structure. The user only needs to input the salary level for the base location; the program automatically assigns the structure based on the ranges below and returns the corresponding differential.

Structures

These regression equations are expressed in terms of “structures,” as follows:

Wage Earner Structure	Min - 24,000
Low Salary Structure	24,000 -36,000
Mid Salary Structure	36,000 - 48,000
High Salary Structure	48,000 - 72,000
Management Salary Structure	72,000 - 108,000
Executive-1 Structure	108,000 - 144,000
Executive-2 Structure	144,000 - 192,000
Executive-3 Structure	192,000+

The Wage/Salary area structures are the formulae resulting from ERI's regression analyses of all available data for the area. The program will automatically assign the correct structures by city on the Two City Comparison table, the Comparison List table, and the Graphs table.

Sources

Data used in the cost-of-labor calculations come from salary survey sources. **ERI** collects available salary survey data for jobs and areas; evaluates survey data for validity and reliability; and compiles mean and median salaries for positions with similar duties, responsibilities, skills, and functions. Because ERI has decades of experience collecting and evaluating salary data, we have refined methods for validating both the source data and results.

Selected FAQs

Who uses the Geographic Assessor application and databases? How do they use it and how should I?

Companies setting salary structures, who pay different rates in different locations, use it. Branch pay differentials allow you to take advantage of the differing labor markets to minimize operating costs while maintaining the ability to attract, retain, and motivate employees in each area. Most often, companies use the labor cost differentials reported by the **Geographic Assessor** to make data-based decisions and manage complexity by adjusting existing structures based on local labor cost differentials or, when the differentials are sufficiently large, to develop new structures. Companies also use the labor cost differentials to research general overall labor cost differences associated with opening new branch offices. In addition to using the **Geographic Assessor** with salary structures, there are other uses of labor cost differentials, such as to adjust salary survey results directly, say from state or region to the national equivalent (or the inverse) when data at the desired geographic level or area is not directly available.

While these are all valid uses of labor cost differentials per se, each planning situation is different. So it is important to keep in mind the current planning context such as consistency with prior methods, compensation philosophy, and organizational culture, and so on when deciding how to best leverage the differentials reported. We at ERI are happy to answer questions on the data and general uses, but we do not do consulting.

In terms of specific users, a number of voluntary subscriber disclosures about reliance on ERI data are cited in customer testimonials (see <http://www.erieri.com/testimonials>) and corporate proxies (<http://www.erieri.com/ExecutiveCompensationProxyData>) and periodically appear in other authorized releases or public declarations. While ERI does not release listings of the names of its subscribers ERI has thousands of subscribers, including the majority of the Fortune 500 and several large government agencies. Subscribers include corporate compensation, relocation, and human resources specialists, plus other professionals, as well as independent consultants and counselors, and US and Canadian public sector administrators (including military, law enforcement, city/county, state/provincial, and federal government pay administrators).

A quick search of professional compensation forums will often return examples of uses of the **Geographic Assessor** in practice, like this anonymous posting:

“In the last 3 organizations where I have worked, we used data from national surveys and applied geographical differentials to the survey data to create our salary ranges. We considered the national survey data to be 100%. We would then use the geographical differentials ([+] or -) from ERI and applied that to the survey data for each of the cities where we had offices.”

Where do the numbers for salaries and wages come from?

Since its founding, ERI's methodology has been designed so as to be a premier provider of quality information and survey data. All salary surveys sources for jobs have been carefully evaluated for validity, reliability, and use. Unreliable data sources and questionable data are identified and excluded from ERI's analysis. Many of ERI's **Assessor Series** applications (including the **Geographic Assessor**) look at trends over time and multiple sources, allowing for a more thorough validation process than could be established using a single source or at a single point in time.

ERI methodology has evolved over the decades in our pursuit of the highest quality standards in our expanded offering of products. During this time, ERI has won the patent for online interactive salary surveys and managed that patented survey for over a decade, built trusting relationships where we exchange data and products with other survey firms, and contracted for leased proprietary datasets. ERI has also developed its series of traditional salary surveys to become a leader in both online data collection and traditional salary survey methodologies.

Where do the numbers for cost of living come from?

ERI collects, compiles, and analyzes data relating to cost of living from available sources and researches areas which are not commonly surveyed individually. ERI compiles actual housing sales data from commercially available sources. Gasoline, consumables, medical care premium costs, and effective income tax rates are also just as accurately collected from authoritative online databases, and ERI research staff audit these sources with additional detailed study.

Why does the Geographic Assessor's Two City Comparison profile 'renter only' analyses?

Too many variables affect a home ownership analysis for ERI to make an appropriate set of assumptions for a cost-of-living comparison based solely on inputted earnings levels. However, the **Relocation Assessor** application and databases are designed to allow you to input the many additional variables (down payment and interest rate information, for example) that affect a home ownership comparison.

Why do the differentials change at different base salary values?

The **Geographic Assessor** analyses illustrate that salary differentials are not constant for an area. That is, a single number is not sufficient to describe the relationship between geography and pay across all salary levels. To account for this variation, the **Geographic Assessor** uses regression analyses to report the most accurate differential as salary level changes.

What is the difference between cost-of-living and geographic pay differentials?

A more complete differentiation can be found in Help under Assessor Series FAQ #3, but this question arises often enough that an abbreviated response should be included here. Put simply, wage and salary differentials reflect the local demand for and supply of labor, whereas cost of living is dictated by the local demand for and supply of goods and services. Because different factors affect the supply and demand of labor than affect the market basket of goods (the basis of cost of living), these two differentials will not, in most cases, be the same. Research has shown they often do move in the same direction, but not always. Take the case where there is a net increase in workers due to migration. The increase in labor supply could put downward pressure on the labor differential while putting upward pressure on housing costs, thereby increasing cost of living. Even when the differentials are in the same direction, the magnitudes can be very different. In urban centers, for example, both types of differentials are often higher; but, since workers can commute from areas with less expensive housing, the COL differentials tend to be much higher than the labor differentials in these cases.

Besides the underlying difference in the supply and demand, another reason why users focus on cost of labor differentials is that cost-of-labor differentials often more closely correspond to the labor market scope of the salary structure. In other words, COL can vary greatly from neighborhood to neighborhood within the same city, but companies would not restrict the recruitment labor market to a single neighborhood.

While employees may find it more desirable for their pay to be adjusted for local cost-of-living variances, this is an extremely unusual practice, and in many cases will not be cost effective for the employer. That is, in many cases, the employer would be competing against organizations with relatively lower compensation costs and, thus, be at a competitive disadvantage. Most compensation professionals agree that, when a company is hiring from the local work force (that is, when no transfer or relocation occurs), wages and salaries are set according to market pricing of wages and salaries only. In a recent informal polling of webinar attendees, most used salary differentials when adjusting salary structures, while a much smaller subset used both types in conjunction (perhaps where required). None used cost of living exclusively. While the cost-of-labor differentials are best utilized when adjusting pay structures (as the underlying data are congruent), in practice, there may be other contextual factors such as compensation philosophy or contractual requirements that need to be considered.

The program allows me to easily compute cross-country comparisons, but are such comparisons valid?

The cross-country comparisons are statistically valid; however, it is not advisable to take a pay system from, say, the United States and try to adjust it for a Canadian branch office using the general geographic differentials because U.S. and Canadian economies value jobs quite differently (as do most international economies). It is important to review pay by job and job description, rather than by general salary level. Cross-country comparisons, however, can give some general insight into labor cost differences where such information may be difficult to obtain otherwise.

Reliability Statistics - A Note for Expert Witnesses

In 1975, the US Congress passed Federal Rule of Evidence 702 so that a threshold standard for the admission of expert witness testimony might exist in federal courts. Based on the concept that experts should use methodologies that are “generally accepted” by a discipline's practitioners, the rule states: “If scientific, technical, or other specialized knowledge will assist the trier of fact to understand the evidence or to determine a fact in issue, a witness qualified as an expert by knowledge, skill, experience, training, or education, may testify thereto in the form of an opinion or otherwise.” Following this, the Supreme Court issued an opinion in *Daubert v. Merrill-Dow Pharmaceuticals*, 509 U.S. 579, 113 S. Ct. 2786, 125 L.Ed.2d 469 (1993) that has become the standard for the admission of “general acceptance”. In this Case (which standard is now adopted by federal and most state courts), the admittance of expert witness testimony and evidence required a two-step analysis: A) Evidence must be relevant, and B) Evidence must be reliable. The “relevance” is a subjective judgment, but simple logic may be applied (salary survey data for use in labor cost differentials, proxy compensation data for use in maximum reasonable compensation cases, etc.) For the latter, “reliability”, the Supreme Court established four separate, non-exclusive tests: 1) it can be illustrated that the theory or technique can be tested, 2) the data has

been subjected to peer review and publication, 3) there is a known or potential rate of error, and (4) there a level of general acceptance in that particular discipline's community.

ERI Statement as to the Relevance and Reliability of Data

Relevance is totally determinable by the circumstances and situation presented. **ERI** provides outsourced analyses and presentations of salary, executive compensation, benefit, and cost-of-living survey data. Reliability is described in a four part, non-exclusive summary to match the Daubert challenge:

Testable

To illustrate how the technique can be tested is straightforward. The technique and data sources are described in this methodology, and replicating the results is a matter of performing similar regressions through similar salary data. Using smaller data samples will likely give similar, albeit less robust and comprehensive, results.

Subject to Publication and Peer Review

Assessor Series application databases are published on a quarterly basis. Unique monthly Internet visits now exceed 500,000 to <http://www.erieri.com> and related sites, with approximately five million unique visitors each year. **ERI's** peers are its competitors, those firms that also provide data analyses to their clients. Unlike **ERI**, that solicits an annual subscription, most compensation and benefits consulting firms charge an hourly rate for their research services. Suffice it to say, all the major consulting firms have purchased subscriptions so that their consultants could utilize **ERI** analyses. **ERI** data are used by these firms when consulting with their clients.. **ERI** data and analyzes are under constant review and critique by its competitors. **ERI**, unlike these firms, provides no fee-for-service/time consulting.

Known or Potential Rate of Error

Each **Assessor Series** application database illustrates, via a "Reliability Statistics" link, the beginning of a statistical overview of ERI data. Statistics are reported as derived from just one survey source for all salary and compensation presentations (so that copyright restrictions are not violated). **ERI** accumulates many survey sources to compile its analyses. Hence the data illustrated may be, in ERI's estimate, considered to be the highest possible standard error that might exist with each analysis. **Assessor Series** application database results are, by logic, more robust than the standard error displayed and reported.

General Level of Acceptance within the Discipline's Community

ERI has thousands of subscribers, including the majority of the Fortune 500 and several large government agencies. Many of these organizations are entering their third decade of being subscribers. **ERI** exhibits at major tradeshows. ERI data are used as source data by major publications and job boards. WorldatWork, NASBA, and HRCI accept ERI Distance Learning Center courses for professional maintenance and recertification continuing education credit. Major US employers rely upon ERI data as cited in corporate proxy filings (see <http://www.erieri.com/ExecutiveCompensationProxyData>).

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Appendix VIII

Orange County LAFCO Bylaws, Policies and Procedures
Section 3.6 Performance Management



Bylaws, Policies and
Procedures

2019

3.6 PERFORMANCE MANAGEMENT

A. Overview

The intent of the performance review process is to create a supportive, safe, professional performance review process and environment that optimizes the employee's ability to receive and actualize constructive performance feedback and that motivates the employee to authentically and actively pursue personal and professional growth/excellence.

B. Performance Review Policy – General Employees

A review and discussion of each employee's performance is conducted to:

- Ensure assigned projects/tasks are completed at an acceptable level of quality to effectively serve the mission, vision, and values of the agency.
- Plan for maximizing employee performance to serve the agency's needs.
- Motivate and assist employees in achieving their personal growth and career objectives.

C. Performance Review Procedure – General Employees

The discussion of job performance and goals on an informal, weekly basis is strongly encouraged. The formal employee performance review process will include:

- Assessment of Employee Job Performance - At the beginning of the fiscal year, both the employee and supervisor will complete an assessment of his/her job performance. The assessment will include a summary of projects/tasks completed and a well-organized, clear and in-depth self-analysis of job performance as related to projects/tasks.
- Assessment of Employee Professional Strengths and Weaknesses - Both employee and supervisor will prepare an individual written statement of employee's professional and personal strengths and weaknesses as they relate to the work environment.
- Discussion of Employee Assessments
Following preparation of the assessments (job performance and professional strengths and weaknesses), a meeting will be convened with the employee/supervisor to compare, contrast and discuss assessments/statements and identify areas for goal setting.
- Development of Discussion of Goals
Based upon discussion with supervisor, employee prepares draft annual goals for discussion and review with the Assistant Executive Officer and/or Executive Officer. Goals should be specific, concise, measurable and represent commitment to professional growth.

- Finalization of Goals and Performance Review

Following goal development, a meeting will be convened involving employee/Assistant Executive Officer/Executive Officer to jointly discuss and finalize employee goals. The employee will be responsible for preparing the final, agreed to written goals and submitting them to supervisor.

Performance reviews will be completed for all General Employees by no later than the end of the first quarter of each fiscal year.

While merit-based pay adjustments are awarded by LAFCO in an effort to recognize truly superior employee performance, positive performance evaluations do not always guarantee increases in salary or promotions. Salary increases, and promotions are solely within the discretion of LAFCO and depend on many factors in addition to performance. Pay increases or bonuses will be tied to the accomplishment of specific established employee goals.

After receiving their review, an employee will be required to sign the evaluation report acknowledging that it has been presented and discussed between the employee and the Assistant Executive Officer or the Executive Officer. LAFCO's provision of performance evaluations does not alter the at will employment relationship.

- D. Policy for Executive Officer Performance Evaluation Process (Adopted May 11, 2016)
1. As part of the Strategic Planning process, each year
 - a. The Executive Officer will submit a report summarizing the agency's performance against the previous period's past annual work plan.
 - b. The Executive Officer will also provide a recommended strategic plan and draft annual work plan for the upcoming period.
 - c. The Strategic direction and projects will be prioritized for the upcoming annual work plan at the Annual Strategic Planning workshop.
 - d. The Annual work plan will be adopted by the Commission at a Regular meeting.
 2. The Executive Officer will complete a self-evaluation indicating his/her performance against the previous period's annual work plan and Agency goals in accordance with the next period's annual work plan. The Executive Officer will also include a professional development plan for the upcoming period. This can be continuous skills training and exposure to new ideas and concepts obtained through seminars, professional association programs, conferences or other educational programs.
 3. The Chair will provide each Commissioner the Executive Officer's self-

evaluation and a blank evaluation form for that Commissioner's completion prior to the full Commission closed session performance discussion.

4. The Chair will lead the Commission's closed session discussion on the Executive Officer's performance and professional development goals and the agency goals, soliciting feedback and input from all Commissioners.
5. The Chair will be given financial parameters for negotiating compensation with the Executive Officer and delegated authority to represent the Commission in compensation discussions with the Executive Officer.
6. The Chair will meet with the Executive Officer to provide the Commission's feedback, sentiments of the discussion and to negotiate compensation.
7. The Chair will report back to the Board to close out the Executive Officer Evaluation Process and to prepare any necessary agenda items and public action required to complete the process.
8. The Executive Committee will meet with the Executive Officer quarterly to check on progress to annual work plan, make any necessary adjustments, and bring the annual work plan back to the Commission for consideration.

3.7 PERSONNEL RECORDS

A. Overview

The intent of this policy is to clarify the guidelines for treatment of employee personnel records and information.

B. Policy

Employees have the right to inspect certain documents in their personnel file, as provided by law, in the presence of a LAFCO representative at a mutually convenient time. Employees may add written versions of any disputed item to their file.

LAFCO will attempt to restrict disclosure of an employee's personnel file to authorized individuals within the organization. Any request for information from the file must be made to the Executive Officer or specific designee. Only the Executive Officer or specific designee is authorized to release information regarding current or former employees. Disclosure of personnel information to outside sources will be limited to the extent allowed by law. However, LAFCO will cooperate with requests from authorized law enforcement or local, state or federal agencies conducting official investigations, with validly issued subpoenas and as otherwise required by law or legal proceeding to be released.

MOU between County and LAFCO
Page 1 of 7

AMENDED AND RESTATED MEMORANDUM OF UNDERSTANDING BETWEEN
THE LOCAL AGENCY FORMATION COMMISSION OF SANTA CLARA COUNTY
AND THE COUNTY OF SANTA CLARA

This Amended and Restated Memorandum of Understanding ("MOU") is between the Local Agency Formation Commission of Santa Clara County (LAFCO) and the County of Santa Clara (County). The purpose of this agreement is to set forth the terms and conditions upon which the County will provide staffing, facilities and support services to LAFCO.

RECITALS

WHEREAS, since the inception of LAFCO from approximately 1963 to 2001, the County fully funded LAFCO including furnishing the Commission with the necessary quarters, equipment, supplies and staffing from the Offices of the County Executive, County Counsel, County Clerk, County Surveyor, and the County Planning Department; and

WHEREAS, new legislation has been passed effective January 1, 2001, which requires LAFCOs to be independent bodies and to contract for personnel and facilities (Government Code sections 56380 and 56384); and

WHEREAS, on February 6, 2001, the LAFCO and the County entered into an interim MOU to allow for the continuation for the current staffing levels and office arrangement through June 30, 2001 to assist LAFCO during the transition to independent operation; and

WHEREAS, on June 5, 2001, the LAFCO and the County executed a formal Memorandum of Understanding outlining the terms and provisions for the continuation of the services by the County to LAFCO, that became effective on July 1, 2001, and

WHEREAS, County is willing and able to provide and LAFCO with its own budget is willing and able to retain personnel and services to fulfill LAFCO's goal of independent staffing and autonomy under the terms and conditions set forth herein; and

WHEREAS, both County and LAFCO recognize and acknowledge that although the County shall pursuant to this MOU provide staffing, space and services to LAFCO, LAFCO is an independent agency and the County shall have no ability to control or influence any LAFCO action or staff recommendation; and

WHEREAS, LAFCO will reimburse the cost for services provided by the County, and

WHEREAS, several changes over the years necessitate an amendment of the MOU.

Approved: 11/05/2013

The parties therefore agree as follows.

1. EFFECTIVE DATE

The effective date of this MOU shall be November 5, 2013 ("Effective Date"). It shall expire when terminated pursuant to Section 5 ("TERM AND TERMINATION") below. On the Effective Date of this MOU, the earlier Memorandum of Understanding effective October 21, 2010 shall be terminated.

2. STAFFING

2.1 LAFCO EXECUTIVE OFFICER SERVICES

The County Executive's Office shall designate a full-time unique classified code entitled LAFCO Executive Officer to the position. The position shall be subject to all normal labor contract provisions, Merit System Rules, County ordinances and County policies as applicable. The County shall recruit the LAFCO Executive Officer through the County's standard process, however, candidates may be interviewed by LAFCO and final selection shall be subject to LAFCO approval. The LAFCO Executive Officer shall perform the duties as specified in the Cortese-Knox-Hertzberg Local Government Reorganization Act and shall do and perform all functions necessary or advisable to manage and conduct the business of LAFCO. The LAFCO Executive Officer shall work at the direction of LAFCO and shall report directly to LAFCO on all Commission matters. The LAFCO Executive Officer shall report to the County Executive's Office on all personnel and administrative matters. Should a conflict arise between the LAFCO Executive Officer's duties as a County employee and duties as the LAFCO Executive Officer, the LAFCO Executive Officer shall promptly advise the County Executive's Office and LAFCO of the issue so that it may be resolved by the two entities. The County Executive's Office shall notify LAFCO at least ninety (90) days prior to the termination of the LAFCO Executive Officer's bargaining unit contract to allow LAFCO to timely submit requests for review of compensation and classification. During this period, LAFCO may request that the County Executive's Office review the LAFCO Executive Officer's compensation and classification to determine that they are appropriate for the position. Should the County undertake a classification study for the LAFCO Executive Officer's position, the County's Employee Service Agency ("ESA") will consult with the LAFCO Finance Committee. In conjunction with a representative of the County, the LAFCO Chair and the LAFCO Finance Committee shall establish annual performance objectives for the LAFCO Executive Officer. The LAFCO Chair and the LAFCO Finance Committee shall annually evaluate the performance of the LAFCO Executive Officer against the performance objectives established. The County Executive's Office shall consider input from LAFCO in the formal County performance evaluation of the LAFCO Executive Officer.

2.2 LAFCO ASSISTANT EXECUTIVE OFFICER SERVICES

The County Executive's Office shall designate a full-time unique classified code entitled LAFCO Analyst, serving as LAFCO Assistant Executive Officer. The position shall be subject to all normal labor contract provisions, Merit System Rules, County Ordinances and County policies as applicable. The LAFCO Assistant Executive Officer shall be recruited through the County's standard process, but final candidates shall be interviewed with approval for hiring by the LAFCO Executive Officer. The LAFCO Assistant Executive Officer shall take work assignments and direction from the LAFCO Executive Officer and may serve as the LAFCO Executive Officer in his/her absence. The LAFCO Executive Officer shall have full supervisory responsibility over the LAFCO Assistant Executive Officer.

The County Executive's Office shall notify LAFCO at least ninety (90) days prior to the termination of the LAFCO Assistant Executive Officer's bargaining unit contract to allow LAFCO to timely submit requests for review of compensation and classification. During this period, LAFCO may request that the County Executive's Office review the LAFCO Assistant Executive Officer's compensation and classification to determine that they are appropriate for the position. Should the County undertake a classification study for the LAFCO Assistant Executive Officer position, ESA will consult with the LAFCO Finance Committee.

2.3. LAFCO CLERK SERVICES

The County Executive's Office shall designate a full-time unique classified code entitled LAFCO Office Specialist as the LAFCO Clerk. The position shall be subject to all normal labor contract provisions, Merit System Rules, County Ordinances and County policies as applicable. The LAFCO Clerk shall be recruited through the County's standard process, but final candidates shall be interviewed with approval for hiring by the LAFCO Executive Officer. The LAFCO Clerk shall take all workload direction from the LAFCO Executive Officer and the LAFCO Assistant Executive Officer.

The County Executive's Officer shall notify LAFCO at least ninety (90) days prior to the termination of the LAFCO Clerk's bargaining unit contract to allow LAFCO to timely submit requests for review of compensation and classification. During this period, LAFCO may request that the County Executive's Office review the LAFCO Clerk's compensation and classification to determine that they are appropriate for the position. Should the County undertake a classification study for the LAFCO Clerk's position, ESA will consult with the LAFCO Finance Committee.

2.4 LAFCO SURVEYOR SERVICES

The County Surveyor shall provide services to LAFCO on an as needed basis to check maps and legal descriptions, to maintain jurisdictional boundaries, and to staff LAFCO meetings. Services shall be invoiced at the surveyor's intra-county hourly rate updated annually and billed directly to LAFCO on a quarterly basis via intra county payment voucher.

3. SERVICES

County shall provide the following services to LAFCO. LAFCO will be subject to the normal County administrative fees / costs charged in consideration for these services either directly or through the County's then-current Cost Allocation Plan.

3.1 ACCOUNTING AND BANKING SERVICES

The County Controller-Treasurer Department shall provide all banking and accounting services for LAFCO. Interest earned on LAFCO funds, shall be based on LAFCO's average daily cash balance in the Treasury and on the Treasury's pooled earnings rate net of administrative costs. Such interest earnings shall be calculated and paid quarterly into the LAFCO account. The Controller shall provide accounting and reporting on both budget and actual transactions. Additionally, the Controller shall use the final budget as provided by LAFCO to determine the cities' and the County's share of costs. The Controller shall bill and collect payments from the cities and the County, depositing these payments to LAFCO's account in the County Treasury.

3.2 OFFICE SPACE, EQUIPMENT AND SUPPLIES

The County shall provide space suitable for LAFCO offices. The County shall allow the use of the County Board Chambers and other meeting rooms for Commission / staff meetings, subject to availability. County shall provide purchasing services for LAFCO, including solicitation and evaluation of proposals for goods and services, issuance of purchase orders and/or development of purchase agreements, and processing of payment upon receipt of the purchased goods/services.

3.3 PERSONNEL SERVICES

The County shall provide personnel services including recruitment, advertising, screening of applications, and development of hiring lists. The County shall provide payroll, benefits coordination and administration services and Labor Relations services.

3.4 GENERAL COMPUTER MAINTENANCE AND UPGRADES

The County shall provide technical assistance in setting up computers, networking, and Internet access services, including but not limited to, continued connection to the County computer network. These services shall be charged on an hourly basis at the Information Services Department's intra-county hourly rate established annually. These charges shall be invoiced and billed directly to LAFCO via the intra-county payment voucher on a quarterly basis.

3.5 PHONE SYSTEMS

The County shall provide connection to the County phone system and voice mail.

3.6 GIS SERVICES

The County shall provide access to the County Planning Office's GIS server and the data layers maintained by the Planning Office.

3.7 SUPPORT FUNCTIONS

All other support / administrative functions of a type currently provided to LAFCO or required to be provided by law.

4. TERM AND TERMINATION

This MOU may be terminated without cause at the end of each fiscal year by provision of written notice by the terminating party to the other party no later than five months before the end of the fiscal year.

In addition, this MOU may be terminated for cause upon 10 days written notice by the terminating party to the other party.

In the event that this MOU is terminated pursuant to the provisions of this Section, LAFCO shall pay the County the pro rata amount for services provided up to the date of the termination of this Agreement.

5. GENERAL PROVISIONS

5.1 SIGNATURES

LAFCO hereby authorizes the Executive Officer or, his/her designee, to execute any documents to implement this MOU. The Board of Supervisors hereby authorizes the County Executive or his/her designee to execute any documents to implement this MOU.

5.2 ASSIGNMENT

Neither party may assign this MOU, nor any interest therein, without the other party's written consent.

5.3 NOTICES

All notices, demands and correspondence required or provided for under this MOU shall be in writing and delivered in person or dispatched by certified mail,

postage prepaid, to the address below. Notice of any change of address shall be provided in the manner set forth above and delivered to the other party.

COUNTY OF SANTA CLARA:

County Executive
County of Santa Clara
70 W. Hedding Street
San Jose, CA 95110

LAFCO:

LAFCO Executive Officer
LAFCO of Santa Clara County
70 W. Hedding Street
San Jose, CA 95110

5.4 SEVERABILITY

The parties hereto agree that the provisions are severable. If any provision of this MOU is held invalid, the remainder of this MOU shall be effective and shall remain in full force and effect unless amended or modified by mutual written consent of the parties.

5.5 ENTIRE AGREEMENT, WAIVERS AND AMENDMENTS

This MOU constitutes the entire understanding and agreement of the parties. This MOU integrates all of the terms and conditions mentioned herein or incidental hereto, and supersedes all negotiation or previous agreements between the parties with respect to all or any part of the subject matter hereof. All waivers of or amendments to the provisions of this MOU must be in writing and signed by the appropriate authorities of LAFCO or of the County.


5.6 MUTUAL INDEMNIFICATION

In lieu of and notwithstanding the pro rata risk allocation which might otherwise be imposed between the Parties pursuant to Government Code Section 895.6, the Parties agree that all losses or liabilities incurred by a party shall not be shared pro rata but instead the County and LAFCO agree that pursuant to Government Code Section 895.4, each party hereto ("indemnifying party") shall fully indemnify and hold the other party, their officers, board/commission members, employees and agents, harmless from any claim, expense or cost, damage or liability imposed for injury (as defined by Government Code Section 810.8) occurring by reason of the negligent acts or omissions or willful misconduct of the indemnifying party, its officers, employees or agents, under or in connection with or arising out of any work, authority or jurisdiction delegated to such party under this MOU. No party, nor any officer, board/commission member, employee or agent thereof shall be responsible for any damage or liability occurring by reason of the negligent acts or omissions or willful misconduct of the other party hereto, its officers, board members, employees or

agents, under or in connection with or arising out of any work authority or jurisdiction delegated to such other party under this MOU.


IN WITNESS WHEREOF, the parties have executed this Memorandum of Understanding effective as of November 5, 2013.

LAFCO of Santa Clara County



MIKE WASSERMAN
Chairperson, LAFCO
Date: 10/2/2013

ATTEST:




Emmanuel Abello, Clerk
Local Agency Formation Commission

Approved as to Form:



Mala Subramanian, LAFCO Counsel


COUNTY OF SANTA CLARA



KEN YEAGER
President, Board of Supervisors
Date: NOV 05 2013

Signed and Certified that a copy of this document has been delivered by electronic or other means to the President, Board of Supervisors.

Attest:



Lynn Regadan, Clerk
Board of Supervisors

Approved as to Form and Legality:



Nancy Clark, Deputy County Counsel

Santa Clara LAFCO Organizational Study

August 2020

Agenda

- Organizational Review Scope
- Study Methodology
- Study Results & Recommendations
- Accept & Proceed with Implementation

Study Scope

Compare SCLAFCO's organizational structure, roles, responsibilities, compensation, and resources relative to best practices and similar organizations.

- Intent for efficiency and effectiveness
- Fair and competitive

Organizational Study Process Overview

Process
Meetings with study Project Team and management staff for initial documentation review
Develop and agree on list of comparator agencies
Internal & External Data collection
Analysis and preliminary review of data
Draft Findings/Additional analysis/Project Team meetings
Finance Committee Recommendations
Development of final report
Final presentation

Comparator Agencies

1. Alameda LAFCO
2. Contra Costa LAFCO
3. Marin LAFCO
4. Monterey LAFCO
5. Orange LAFCO
6. Riverside LAFCO
7. Sacramento LAFCO
8. San Bernardino LAFCO
9. San Diego LAFCO
10. San Mateo LAFCO
11. Sonoma LAFCO
12. Ventura LAFCO

Findings – Staffing

- Proactive MSR Cycle and Community Outreach influences staffing levels

Functional Area	Proposed SCLAFCO Staffing FTE	Proposed SCLAFCO Staffing (% of Total LAFCO Staff)	Market Average FTE	Market Average Staffing (% of Total Staff)
Management	1.5	30%	1.4	26%
➤ LAFCO Executive Officer	1			
➤ LAFCO Assistant Executive Officer	.5			
Analysis/Project Delivery	2.5	50%	2.1	41%
➤ LAFCO Assistant Executive Officer	.5			
➤ LAFCO Analyst Associate/I/II	2.0			
Administration	1	20%	1.7	33%
➤ Commission Clerk/Office Manager	1			
Total FTE	5		5.2	

Classification Recommendations

2 Title Changes for 2 classifications

- Reflect level/scope performed
- Consistency with industry standards
- Page 14 of report; descriptions in Appendix V

Current Classification Title	Proposed Classification Title
LAFCO Office Specialist	LAFCO Commission Clerk/Office Manager
LAFCO Analyst	LAFCO Analyst II

Classification Recommendations

2 Reclassifications within 2 classifications

- Appropriate responsibility/scope of work
- Consistency with industry standards
- Page 15 of report; descriptions in Appendix V

Current Classification Title	Proposed Classification Title
LAFCO Analyst	LAFCO Assistant Executive Officer
LAFCO Office Specialist	LAFCO Associate Analyst

Classification Recommendations

3 New classifications

- Provides for succession and career path
- Page 15 of report

Proposed New Classifications
LAFCO Assistant Executive Officer
LAFCO Analyst I
LAFCO Associate Analyst

Compensation Findings

Classification Title	# of Matches	Top Monthly Salary % Above or Below Market Median	Total Compensation % Above or Below Market Median
LAFCO Analyst	10	4.6%	3.7%
LAFCO Office Specialist	12	-12.8%	2.0%
LAFCO Executive Officer	12	-26.5%	-30.5%

Target Base Salary Market Median

Compensation Findings

Classification Title	Current Maximum Monthly Salary	% from Top Monthly Median	Market Placement	Proposed Maximum Monthly Salary	Rationale
LAFCO Executive Officer	\$12,101	-26.5%	\$15,309	\$15,309	Market placement
LAFCO Assistant Executive Officer	Proposed			\$12,272	Internal alignment: 20% above LAFCO Analyst II
LAFCO Analyst II	\$10,715	4.6%	\$10,227	\$10,227	Market placement; y-rate
LAFCO Analyst I	Proposed			\$9,297	Internal alignment: 10% below LAFCO Analyst II
LAFCO Analyst Associate	Proposed			\$8,084	Internal alignment: 15% below LAFCO Analyst I
LAFCO Commission Clerk/ Office Manager	\$6,277	-12.8%	\$7,079	\$7,079	Market placement

Salary Placement Recommendations

Compensation Structure and Strategy Development

- Market data provides reference point
- Step 1: Decide compensation philosophy
- Step 2: Place job classes within structure
- Step 3: Determine actual employee pay
- Continued maintenance & administration

Recommendations

County Independence

- Review MOU agreement with County
 - Allow for relevant class and comp changes to support LAFCO operations.
 - Revise Performance Evaluation process to provide Commission more autonomy.

Questions & Comments

Thank you!



**Local Agency
Formation Commission
of Santa Clara County**
777 North First Street
Suite 410
San Jose, CA 95112
SantaClaraLAFCO.org

Commissioners
Rich Constantine
Susan Ellenberg
Sequoia Hall
Sergio Jimenez
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

ITEM # 5

Alternate Commissioners
Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull
Executive Officer
Neelima Palacherla

LAFCO MEETING: August 5, 2020

TO: LAFCO

**FROM: Neelima Palacherla, Executive Officer
Dunia Noel, Asst. Executive Officer**

**SUBJECT: UPDATE ON RANCHO RINCONADA RECREATION AND
PARK DISTRICT SPECIAL STUDY & AMENDMENT OF
CONSULTANT SERVICE AGREEMENT**

STAFF RECOMMENDATION

1. Accept the status report and provide direction, as necessary.
2. Authorize the LAFCO Executive Officer to amend the Berkson Associates service agreement, subject to LAFCO Counsel’s review and approval, in order to (a) extend the agreement to June 30, 2021, and (b) include an additional \$5,000 in the contract, for a total contract amount not to exceed \$20,000.

BACKGROUND

In July 2019, LAFCO retained Berkson Associates to conduct a Special Study to identify the reorganization process and evaluate the potential fiscal impacts of alternate governance structure options for the Rancho Rinconada Recreation and Park District (RRRPD). These options include: (1) potential merger of RRRPD with the City of Cupertino; and (2) potential establishment of the RRRPD as a subsidiary of the City of Cupertino; as compared to the status quo.

RRRPD owns, maintains and operates a recreation facility and offers the following recreation programs at the facility: swimming pool activities, Kids Night Out, after-school activities, facility and barbeque rentals, a snack bar, and a location for community-related activities. The District is located almost entirely within the City of Cupertino.

RRRPD Special Study Update

The RRRPD Special Study Draft Report prepared by the consultant was made available on the LAFCO website for public review and comment in late January 2020. Prior to the public release of the Draft Report, the City of Cupertino and RRRPD were each given additional opportunities to review and provide comments and questions on the Draft Report.

In February 2020, LAFCO received a presentation on the Draft Report from the consultant and received public comments on the Draft Report; no final action on the Report was taken at this meeting.

On March 5, 2020, the consultant presented the Draft Report to the City of Cupertino's Parks and Recreation Commission (CCPRC). LAFCO staff attended the meeting and addressed questions about the Study. The CCPRC directed City staff to work with a subcommittee of CCPRC members on this issue and to consider additional community outreach prior to bringing the issue back for the CCPRC to develop its recommendation to the City Council. However, work on the Study was suspended temporarily due to the COVID-19 pandemic and changes in City staff. LAFCO staff has resumed the Study and is working with new City staff on next steps.

Proposed Amendment to Consultant Service Agreement

LAFCO's service agreement with Berkson Associates, for an amount not to exceed \$15,000, expired on June 30, 2020. As discussed above, due to the additional review opportunities provided to the agencies prior to the release of the Draft Report, and due to the complexity of resolving the issues involved, the consultant had to spend an additional five (5) hours in order to respond to the comments and prepare the Draft Report. This was beyond the consultant's original scope of work and not accounted for in the \$15,000 budget. The consultant has not received payment from LAFCO for these additional 5 hours of work.

Furthermore, it is anticipated that some financial information and associated analysis in the Draft Report may need to be updated to reflect more current information post Covid-19.

Therefore, staff recommends that LAFCO amend the service agreement between LAFCO and Berkson Associates to extend the agreement term to June 30, 2021 and increase the total contract amount by \$5,000 in order to: (1) compensate the consultant for the necessary work that they have completed; and (2) allow the consultant to continue to work on the Study and ensure that the Final Report contains the necessary data and analysis for decision-making purposes. Please see **Attachment A** for the draft amendment to the service agreement.

RRRPD Update

The RRRPD suspended its operations temporarily due to the pandemic. However, the District has decided to re-open its outdoor pool facility in mid-June in a limited manner, in compliance with the County and State regulations. The District is also seeking to fill four seats on its Board (three full terms and one 2-year term) in the November 3, 2020 election.

NEXT STEPS

If directed, Executive Officer Palacherla will amend the Berkson Associates service agreement to extend the agreement term, and to extend the maximum budget to \$20,000. Staff will continue working with the consultant, the City, and the District to complete the Study and to prepare a Final Report.

ATTACHMENT

Attachment A: First Amendment to Service Agreement between Santa Clara LAFCO and Berkson Associates for Conducting a Special Study to Identify the Reorganization Process and to Evaluate the Impacts of Alternative Governance Structure Options for the Rancho Rinconada Recreation and Park District

FIRST AMENDMENT TO SERVICES AGREEMENT BETWEEN THE LOCAL AGENCY FORMATION COMMISSION OF SANTA CLARA COUNTY AND BERKSON ASSOCIATES FOR CONDUCTING A SPECIAL STUDY TO IDENTIFY THE REORGANIZATION PROCESS AND TO EVALUATE THE IMPACTS OF ALTERNATIVE GOVERNANCE STRUCTURE OPTIONS FOR THE RANCHO RINCONADA RECREATION AND PARK DISTRICT

This First Amendment to the Services Agreement between the Local Agency Formation Commission of Santa Clara County and Berkson Associates for Conducting a Special Study to Identify the Reorganization Process and to Evaluate the Impacts of Alternative Governance Structure Options for the Rancho Rinconada Recreation and Park District (“Amendment”) is made and entered into as of _____, 2020 by and between the Local Agency Formation Commission of Santa Clara County (“LAFCO”) and Berkson Associates (“Contractor”). LAFCO and Contractor are sometimes individually referred to as “Party” and collectively as “Parties” in this Amendment.

WHEREAS, the Parties entered into the Services Agreement between the Local Agency Formation Commission of Santa Clara County and Berkson Associates for Conducting a Special Study to Identify the Reorganization Process and to Evaluate the Impacts of Alternative Governance Structure Options for the Rancho Rinconada Recreation and Park District (“Agreement”) on July 15, 2019, granting Contractor the right to provide certain consulting services to LAFCO until June 30, 2020; and

WHEREAS, additional time is required for the performance of services contemplated in the Agreement, and the Parties have negotiated adjustments to the Agreement as set forth below in consideration of a one-year extension of the Agreement and updated analysis; and

WHEREAS, the extension of the Agreement set forth in this Amendment shall supersede the Agreement.

THEREFORE, the Parties agree to the following modifications to the Agreement:

1. **Term.** Section 2 is hereby amended to read in full as follows:
 2. **Term of Agreement.** This Agreement is effective from the date of final execution, to and including June 30, 2021, unless terminated earlier in accordance with Section 4.
2. Section 3 is hereby amended to read in full as follows:
 3. **Compensation.**

A. Contractor will be compensated for services provided under this Agreement in accordance with the Rate Schedule included in Exhibit A3, which is attached hereto and incorporated herein by this reference. Contractor will complete all the work and tasks described in Exhibit A, and as directed by the Executive Officer for an amount not to exceed \$20,000. The Contractor shall be paid based on the rate schedule indicated in Exhibit A3, but compensation and expenses shall not exceed the maximum compensation stated herein.

B. Contractor will provide LAFCO with task-specific invoices based on estimated costs in Contractor's proposal, which shall be accompanied by a detailed summary of activities undertaken over the course of completing the task.

C. Delivery of the administrative draft report, the draft report addressing staff comments for public review and comment, the revised draft report for public review and comment, and the final report adopted by LAFCO shall be as determined by mutual written agreement of the parties. For purposes of this section, the total cost for each of the tasks shall be consistent with the rate schedule in Exhibit A3, unless mutually agreed upon by the parties.

3. Effective Date.

This Amendment shall take effect on the date first written above.

4. Full Force and Effect.

Except as specifically modified by this Amendment, the Agreement shall remain in full force and effect. All capitalized terms in this Amendment shall have the meaning ascribed them in the Agreement unless otherwise noted in this Amendment.

5. Counterparts.

This Amendment may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument.

6. Severability.

If any provision of this Amendment is found by a court of competent jurisdiction to be void, invalid or unenforceable, the same will either be reformed to comply with applicable law or stricken if not so conformable, so as not to affect the validity or enforceability of this Amendment.

IN WITNESS WHEREOF, the Parties have executed this Amendment as of the last date written below.

LAFCO

Contractor

By: _____
Neelima Palacherla
LAFCO Executive Officer

By: _____
Richard Berkson
Principal

Date: _____

Date: _____

APPROVED AS TO FORM:

By: _____
Malathy Subramanian
LAFCO Counsel



**Local Agency
Formation Commission
of Santa Clara County**

777 North First Street
Suite 410
San Jose, CA 95112

SantaClaraLAFCO.org

Commissioners

Rich Constantine
Susan Ellenberg
Sequoia Hall
Sergio Jimenez
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

Alternate Commissioners

Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull

Executive Officer

Neelima Palacherla

LAFCO MEETING: August 5, 2020

TO: LAFCO

**FROM: Neelima Palacherla, Executive Officer
Mala Subramanian, LAFCO Counsel**

SUBJECT: ADOPTION OF AMENDED CONFLICT OF INTEREST CODE

STAFF RECOMMENDATION

Adopt Resolution No. 2020-02 adopting LAFCO’s amended Conflict of Interest Code.

SUMMARY

Pursuant to Section 87306.5 of the Political Reform Act (the “Act”) the Board of Supervisors, LAFCO’S code-reviewing body, directed LAFCO to conduct a review of its Conflict of Interest Code to determine if a change in the Code was necessitated, file a statement of review with the County no later than October 1, 2020, reflecting the results of that review, and, if necessary, amend LAFCO’s Conflict of Interest Code based upon such review and submit it to the Board of Supervisors for approval in accordance with Government Code section 87303.

Staff conducted the biennial review of LAFCO's Conflict of Interest Code as required under Government Code § 87306.5 and as directed by the Board of Supervisors, LAFCO's code-reviewing body. A conflict of interest code designates those employees, members, officers, and consultants who make or participate in the making of decisions which may affect financial interests and who must disclose those interests in financial disclosure statements. An amendment is being done to include a new position that is required to be designated and update cited Regulation numbers.

ATTACHMENTS

Attachment A: Legislative (Redline) Version of Amended Code Showing Changes Made

Attachment B: Resolution of Adoption of Amendment and Clean Version of Amended Code

LEGISLATIVE VERSION
(SHOWS CHANGES MADE)

**CONFLICT OF INTEREST CODE OF THE
LOCAL AGENCY FORMATION COMMISSION
OF SANTA CLARA COUNTY**

The Political Reform Act, California Government Code sections 81000, et seq. (the “Act”), requires each state and local government agency to adopt and promulgate a conflict of interest code. The Fair Political Practices Commission has adopted a regulation (2 California Code of Regulations section 18730), that contains the terms of a standard conflict of interest code, which can be incorporated by reference into an agency’s code. After public notice and hearing **Section Regulation** 18730 may be amended by the Fair Political Practices Commission to conform to amendments to the Political Reform Act. Therefore, the terms of 2 California Code of Regulations section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference-. This incorporation page, Regulation 18730, and the attached Appendix designating positions and establishing disclosure categories, shall collectively constitute the Conflict of Interest Code (the “Code”) of the **Local Agency Formation Commission of Santa Clara County (“LAFCO”)**.

All officials and designated positions shall file their statements of economic interests with the **LAFCO Clerk**, as LAFCO’s Filing Official. If a statement is received in signed paper format, the **LAFCO Clerk** shall make and retain a copy and forward the original of this statement to the filing officer, the County of Santa Clara Clerk of the Board of Supervisors. If a statement is electronically filed using the County of Santa Clara’s Form 700 e-filing system, both the **LAFCO Clerk** and the County of Santa Clara Clerk of the Board of Supervisors will receive access to the e-filed statement simultaneously. The **LAFCO Clerk** will make all retained statements available for public inspection and reproduction during regular business hours (Gov. Code section 81008).

Amended per County Counsel Notice dated **June 27, 2014** _____, 2020.

Approved by the County of Santa Clara Board of Supervisors Date: _____

APPENDIX

CONFLICT OF INTEREST CODE

OF THE

LOCAL AGENCY FORMATION COMMISSION

OF SANTA CLARA COUNTY

EXHIBIT 'A'

OFFICIALS WHO MANAGE PUBLIC INVESTMENTS

LAFCO Officials who manage public investments, as defined by 2 California Code of Regulations section ~~18701(b)~~ 18700.3, are NOT subject to LAFCO's Code, but must file disclosure statements under Government Code section 87200, et seq. (2 California Code Regulations. §18730(b)(3).) These positions are listed here for informational purposes only.

It has been determined that LAFCO currently has no officials who manage public investments.

DESIGNATED POSITIONS

GOVERNED BY THE CONFLICT OF INTEREST CODE

<u>DESIGNATED POSITIONS'</u> <u>TITLE OR FUNCTION</u>	<u>DISCLOSURE CATEGORY</u> <u>ASSIGNED</u>
Commissioner	1
Alternate Commissioner	1
Executive Officer	1
Assistant Executive Officer/ Analyst	1
General Counsel	1
<u>LAFCO Analyst</u>	<u>1</u>
Consultant	2
Newly Created Position	*

***Newly Created Positions**

A newly created position that makes or participates in the making of decisions that may foreseeably have a material effect on any financial interest of the position-holder, and which specific position title is not yet listed in an agency's conflict of interest code is included in the list of designated positions and shall disclose pursuant to the broadest disclosure category in the code, subject to the following limitation: The Executive Officer may determine in writing that a particular newly created position, although a "designated position," is hired to perform a range of

duties that are limited in scope and thus is not required to fully comply with the broadest disclosure requirements, but instead must comply with more tailored disclosure requirements specific to that newly created position. Such written determination shall include a description of the newly created position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Executive Officer's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict-of-interest code. (Gov. Code Section 81008.)

As soon as the Commission has a newly created position that must file statements of economic interests, the Commission shall contact the County of Santa Clara Clerk of the Board of Supervisors Form 700 division to notify it of the new position title to be added in the County's electronic Form 700 record management system, known as eDisclosure. Upon this notification, the Clerk's office shall enter the actual position title of the newly created position into eDisclosure and the Commission shall ensure that the name of any individual(s) holding the newly created position is entered under that position title in eDisclosure.

Additionally, within 90 days of the creation of a newly created position that must file statements of economic interests, the Commission shall update this conflict-of-interest code to add the actual position title in its list of designated positions, and submit the amended conflict of interest code to the County of Santa Clara Office of the County Counsel for code-reviewing body approval by the County Board of Supervisors. (Gov. Code Sec. 87306.)

EXHIBIT 'B'

DISCLOSURE CATEGORIES

The disclosure categories listed below identify the types of economic interests that the designated position must disclose for each disclosure category to which he or she is assigned.

Disclosure Category 1: (a) All investments and business positions in business entities, and sources of income, including gifts, loans and travel payments, that are located in, that do business in, or own real property within the jurisdiction of LAFCO; and (b) All interests in real property which is located in whole or in part within, or not more than two miles outside, the jurisdiction of LAFCO, or of any land owned or used by LAFCO.

Disclosure Category 2: Individuals serving as a consultant as defined in FPPC Reg ~~18701~~ 18700.3 must file under the broadest disclosure set forth in this Code subject to the following limitation:

The Executive Officer may determine that, due to the range of duties or contractual obligations, it is more appropriate to designate a limited disclosure requirement. A clear explanation of the duties and a statement of the extent of the disclosure requirements must be in a written document. The Executive Officer's determination is a public record and shall be retained for public inspection in the same manner and location as this Conflict of Interest Code.

.

RESOLUTION NO. 2020-02

**RESOLUTION OF THE LOCAL AGENCY FORMATION
COMMISSION OF THE COUNTY OF SANTA CLARA
AMENDING ITS CONFLICT OF INTEREST CODE
PURSUANT TO THE POLITICAL REFORM ACT OF 1974**

WHEREAS, the State of California enacted the Political Reform Act of 1974, Government Code Section 81000 et seq. (the "Act"), which contains provisions relating to conflicts of interest which potentially affect all officers, employees and consultants of the Local Agency Formation Commission of the County of Santa Clara ("LAFCO"), and requires all public agencies to adopt and promulgate a Conflict of Interest Code; and,

WHEREAS, LAFCO adopted a Conflict of Interest Code ("Code") which was amended on June 27, 2014, in compliance with Government Code Section 81000 et seq.; and,

WHEREAS, the biennial review of LAFCO's Code was conducted as required under Government Code section 87306.5; and,

WHEREAS, notice of the time and place of a public meeting on, and of consideration by the Commission of, the proposed amended Code was publicly posted for review at the offices of LAFCO; and,

WHEREAS, a public meeting was held upon the proposed amended Code at a regular meeting of the Commission on August 5, 2020, at which all present were given an opportunity to be heard on the proposed amended Conflict of Interest Code.

NOW, THEREFORE, BE IT RESOLVED by the Local Agency Formation Commission of the County of Santa Clara that the Commission does hereby adopt the proposed amended Conflict of Interest Code, a copy of which is attached hereto and shall be on file with the LAFCO Clerk and available for inspection to the public during regular business hours; and,

BE IT FURTHER RESOLVED that the said amended Conflict of Interest Code shall be submitted to the Board of Supervisors of the County of Santa Clara for approval and said amendment shall become effective immediately upon approval by the Board of Supervisors.

APPROVED AND ADOPTED this 5th day of August, 2020.

Chairperson
Local Agency Formation Commission
of the County of Santa Clara

ATTEST:

Clerk to the Commission
Local Agency Formation Commission
of the County of Santa Clara

**CONFLICT OF INTEREST CODE OF THE
LOCAL AGENCY FORMATION COMMISSION
OF SANTA CLARA COUNTY**

The Political Reform Act, California Government Code sections 81000, et seq. (the “Act”), requires each state and local government agency to adopt and promulgate a conflict of interest code. The Fair Political Practices Commission has adopted a regulation (2 California Code of Regulations section 18730), that contains the terms of a standard conflict of interest code, which can be incorporated by reference into an agency’s code. After public notice and hearing Regulation 18730 may be amended by the Fair Political Practices Commission to conform to amendments to the Political Reform Act. Therefore, the terms of 2 California Code of Regulations section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission are hereby incorporated by reference. This incorporation page, Regulation 18730, and the attached Appendix designating positions and establishing disclosure categories, shall collectively constitute the Conflict of Interest Code (the “Code”) of the **Local Agency Formation Commission of Santa Clara County (“LAFCO”)**.

All officials and designated positions shall file their statements of economic interests with the **LAFCO Clerk**, as LAFCO’s Filing Official. If a statement is received in signed paper format, the **LAFCO Clerk** shall make and retain a copy and forward the original of this statement to the filing officer, the County of Santa Clara Clerk of the Board of Supervisors. If a statement is electronically filed using the County of Santa Clara’s Form 700 e-filing system, both the **LAFCO Clerk** and the County of Santa Clara Clerk of the Board of Supervisors will receive access to the e-filed statement simultaneously. The **LAFCO Clerk** will make all retained statements available for public inspection and reproduction during regular business hours (Gov. Code section 81008).

Amended per County Counsel Notice dated _____, 2020.

Approved by the County of Santa Clara Board of Supervisors Date: _____

APPENDIX

CONFLICT OF INTEREST CODE

OF THE

LOCAL AGENCY FORMATION COMMISSION

OF SANTA CLARA COUNTY

EXHIBIT 'A'

OFFICIALS WHO MANAGE PUBLIC INVESTMENTS

LAFCO Officials who manage public investments, as defined by 2 California Code of Regulations section 18700.3, are NOT subject to LAFCO's Code, but must file disclosure statements under Government Code section 87200, et seq. (2 California Code Regulations. §18730(b)(3).) These positions are listed here for informational purposes only.

It has been determined that LAFCO currently has no officials who manage public investments.

DESIGNATED POSITIONS

GOVERNED BY THE CONFLICT OF INTEREST CODE

<u>DESIGNATED POSITIONS'</u> <u>TITLE OR FUNCTION</u>	<u>DISCLOSURE CATEGORY</u> <u>ASSIGNED</u>
Commissioner	1
Alternate Commissioner	1
Executive Officer	1
Assistant Executive Officer/ Analyst	1
General Counsel	1
LAFCO Analyst	1
Consultant	2
Newly Created Position	*

***Newly Created Positions**

A newly created position that makes or participates in the making of decisions that may foreseeably have a material effect on any financial interest of the position-holder, and which specific position title is not yet listed in an agency's conflict of interest code is included in the list of designated positions and shall disclose pursuant to the broadest disclosure category in the code, subject to the following limitation: The Executive Officer may determine in writing that a particular newly created position, although a "designated position," is hired to perform a range of

duties that are limited in scope and thus is not required to fully comply with the broadest disclosure requirements, but instead must comply with more tailored disclosure requirements specific to that newly created position. Such written determination shall include a description of the newly created position's duties and, based upon that description, a statement of the extent of disclosure requirements. The Executive Officer's determination is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code. (Gov. Code Section 81008.)

As soon as the Commission has a newly created position that must file statements of economic interests, the Commission shall contact the County of Santa Clara Clerk of the Board of Supervisors Form 700 division to notify it of the new position title to be added in the County's electronic Form 700 record management system, known as eDisclosure. Upon this notification, the Clerk's office shall enter the actual position title of the newly created position into eDisclosure and the Commission shall ensure that the name of any individual(s) holding the newly created position is entered under that position title in eDisclosure.

Additionally, within 90 days of the creation of a newly created position that must file statements of economic interests, the Commission shall update this conflict-of-interest code to add the actual position title in its list of designated positions, and submit the amended conflict of interest code to the County of Santa Clara Office of the County Counsel for code-reviewing body approval by the County Board of Supervisors. (Gov. Code Sec. 87306.)

EXHIBIT 'B'

DISCLOSURE CATEGORIES

The disclosure categories listed below identify the types of economic interests that the designated position must disclose for each disclosure category to which he or she is assigned.

Disclosure Category 1: (a) All investments and business positions in business entities, and sources of income, including gifts, loans and travel payments, that are located in, that do business in, or own real property within the jurisdiction of LAFCO; and (b) All interests in real property which is located in whole or in part within, or not more than two miles outside, the jurisdiction of LAFCO, or of any land owned or used by LAFCO.

Disclosure Category 2: Individuals serving as a consultant as defined in FPPC Reg 18700.3 must file under the broadest disclosure set forth in this Code subject to the following limitation:

The Executive Officer may determine that, due to the range of duties or contractual obligations, it is more appropriate to designate a limited disclosure requirement. A clear explanation of the duties and a statement of the extent of the disclosure requirements must be in a written document. The Executive Officer's determination is a public record and shall be retained for public inspection in the same manner and location as this Conflict of Interest Code.



**Local Agency
Formation Commission
of Santa Clara County**

777 North First Street
Suite 410
San Jose, CA 95112

SantaClaraLAFCO.org

Commissioners

Rich Constantine
Susan Ellenberg
Sequoia Hall
Sergio Jimenez
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

Alternate Commissioners

Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull

Executive Officer
Neelima Palacherla

LAFCO MEETING: August 5, 2020

TO: LAFCO

**FROM: Neelima Palacherla, Executive Officer
Lakshmi Rajagopalan, Analyst**

SUBJECT: LEGISLATIVE REPORT

**7.1 LAFCO POSITION LETTER ON SB 414 (CABALLERO)
SMALL SYSTEM WATER AUTHORITY ACT OF 2020**

Recommendation

Take an oppose position on SB 414 (Caballero) and direct staff to send letters of opposition to the author and the Assembly Appropriations Committee.

Discussion

SB 414 (Caballero) would create the Small System Water Authority Act of 2020 to address the governance of failing water systems by promoting the formation of Small System Water Authorities which will have the powers to absorb, improve, and competently operate noncompliant public water systems.

The bill has been in Assembly Appropriations for a year. Currently there are proposed pending amendments not yet in print being negotiated by the author and sponsors (Eastern Municipal Water District and the CA Municipal Utilities Association) with Assembly Appropriations that remove LAFCO authority in the formation of the new water authority and give that authority to the State Water Resource Control Board (SWRCB). This sets a dangerous precedent by giving a state agency, rather than the legislature or a local LAFCO, the authority to form a new water authority. The proposed amendments would remove all LAFCO's existing authority from the formation and dissolution process of a public water system and, eliminate the Plan for Service requirements to be included in the draft conceptual formation plan, and exclude LAFCO from being notified at critical notification stages in the process. Further, LAFCO will no longer have any authority in the dissolution of a public water supplier as part of the formation of the new authority, and all LAFCO funding for what is required to be done by LAFCO is being eliminated. The proposed amendments to SB 414 and its negative impacts to LAFCO are further described in the draft opposition letters included as Attachment A. CALAFCO has adopted an Oppose position and has put out a request for LAFCOs to do the same.

Please see Attachment A for the for the draft opposition letters to Senator Caballero and the Assembly Appropriations Committee.

7.2 REPORT ON CALAFCO LEGISLATIVE COMMITTEE MEETINGS

For Information Only

EO Palacherla participated in the CALAFCO Legislative Committee meeting held on June 12, 2020 by tele-conference. The Committee took a support position on SB 625 (Bradford) Central Basin Municipal Water District. The CALAFCO Executive Director provided an update on the status of bills being tracked and noted that the bills going through the Legislature are mostly those in response to COVID-19; wildfire mitigation and response; various types of housing bills; some on education and addressing the inequities highlighted during the pandemic; and public safety and the use of force by police officers.

The July meeting of the Legislative Committee was cancelled, and the next meeting is scheduled for August 14, 2020 via conference call.

ATTACHMENTS

Attachment A: SB 414 Letters of Opposition to Senator Caballero and the Assembly Appropriations Committee



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Russ Melton
Terry Trumbull

Executive Officer
Neelima Palacherla

August 5, 2020

The Honorable Lorena Gonzalez
Chair, Appropriations Committee
California State Assembly
State Capitol, Room 2114
Sacramento, CA 95814

**RE: SB 414 – Small System Water Authority Act of 2020 – OPPOSE
PROPOSED AMENDMENTS**

Dear Chair Gonzalez:

Santa Clara Local Agency Formation Commission (LAFCO) joins the California Association of Local Agency Formation Commissions (CALAFCO) to oppose the proposed pending amendments for **SB 414** (Caballero). The bill is currently being held in your committee. While there are vast policy issues with the proposed amendments, this letter will focus our concerns to you and your committee on the fiscal issues of the proposed amendments.

According to the sponsors, in an effort to reduce costs associated with the bill, the role of LAFCOs that exist in the current version of the bill (dated June 25, 2019) is being drastically reduced. The proposed amendments strip LAFCOs of their authority in the formation of the new water authority – a public agency that would otherwise be formed at the discretion of and by the authority of LAFCo. Additionally, they remove LAFCOs' authority to dissolve a public water system as authorized by the State Water Resources Control Board (SWRCB) and as part of the formation process of the new authority.

The sponsors have also indicated the proposed amendments that change numerous processes in SB 414 are intended to reflect closer alignment with processes and SWRCB authority existing in SB 88 (2015, Committee on Budget & Fiscal Review) and AB 2501 (2018, Chu). These laws deal with consolidation of existing water systems, whereas SB 414 creates a new type of public water system and reflects the formation of a new public entity (as well as dissolving existing public and private systems). One simply should not be compared to the other.

The current version of the bill, as noted in last fiscal analysis on August 21, 2019 in your committee, reflects a cost of up to \$10.65 million to LAFCo for authority formations, which represents only 11.5% of the total cost estimate of \$89.15 million. Using the fiscal projections in the current bill, the costs associated with LAFCo are far below every other entity and related provision (with one exception) of the dissolutions; formations; administration; SWRCB support and support for the authorities once formed. The cost for LAFCos to perform the dissolution of public water systems and to form the new authority are far likely to be less than having the SWRCB perform these functions. Consequently, we believe this creates a false perception that the overall cost will be reduced by removing LAFCo from the process. Transitioning these processes to a state agency rather than keeping them at the local level does not in fact reduce costs – it simply transfers the cost from the local level to the state level. Further, we would assert the cost is less at the LAFCo level.

Finally, the proposed pending amendments require LAFCos to (1) review the proposed plan and provide recommendations to the SWRCB; (2) hold a public hearing to allow for public comment on the dissolution of the public water system mandated by the SWRCB for dissolution and provide all comments to the SWRCB; (3) hold two public hearings to receive input on the proposed plan for the new authority, summarize comments received and provide a report to the SWRCB; (4) review a report on the authority's performance for the first three years; (5) hold a public hearing as directed by the SWRCB if the new authority is failing to comply with the plan to review the authority's performance and provide a report back to the SWRCB on comments received at the hearing.

The proposed pending amendments remove all the funding for LAFCo for all the actions still required by the bill as noted above. Section 78038(a) adds a clause to address funding for only the two public hearings to consider the draft conceptual plan and prepare the required report – and only if – they (LAFCo) “*incur extraordinary costs over and above its normal budgeted operating expenses for conducting the public hearing and preparing the report to the state board*”. All of the LAFCo expenses related to SB 414 are over and above normal operating budget costs and in order to cover them should the state not, it is likely we will have to increase fees to the local government agencies that pay into the LAFCo annually (cities, counties, and special districts).

LAFCos need to be added to the language in Section 78115 (a)(1). All other entities, including the Public Utilities Commission, have some level of funding in the proposed pending amendments. To eliminate the funding for the one local agency involved and retain funding for all state agencies involved is inappropriate and puts the collection of that funding on the backs of local government.

For these fiscal reasons, we oppose the proposed pending amendments to **SB 414** and strongly urge your committee to reject the amendments and hold the bill.

Please do not hesitate to contact me if you have any questions about our OPPOSE position to the proposed amendments on **SB 414**.

Yours Sincerely,

Serjio Jimenez
Chairperson

cc: Members, Assembly Appropriations Committee
Honorable Senator Caballero
Jennifer Galehouse, Assembly Appropriations Committee Deputy Chief Consultant
Suzanne Sutton, Consultant, Senate Republican Caucus
Pamela Miller, Executive Director, CALAFCO



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Russ Melton
Terry Trumbull

Executive Officer
Neelima Palacherla

August 5, 2020

The Honorable Anna Caballero
California State Senate
State Capitol, Room 5052
Sacramento, CA 95814

**RE: SB 414 – Small System Water Authority Act of 2020 – OPPOSE
PROPOSED AMENDMENTS**

Dear Senator Caballero:

Santa Clara Local Agency Formation Commission (LAFCO) joins the California Association of Local Agency Formation Commissions (CALAFCO) in opposing the proposed pending amendments for your bill **SB 414**. It is our understanding you are planning amendments to be done in Assembly Appropriations where the bill is currently being held in Suspense.

We support efforts to ensure all Californians have safe, affordable drinking water. However, the proposed amendments have such a substantive negative impact to local agency formation commission (LAFCOs) that we must now oppose them.

It is our understanding these changes are an effort to reduce the cost of the bill, and to closer align processes and State Water Resources Control Board (SWRCB) authority existing in SB 88 (2015, Committee on Budget & Fiscal Review) and AB 2501 (2018, Chu). These laws deal with consolidation of existing water systems, whereas SB 414 creates a new type of public water system and reflects the formation of a new public entity (as well as dissolving existing public and private systems). One simply should not be compared to the other.

The proposed amendments strip LAFCOs of their part and authority in the formation of the new water authority – a public agency that would otherwise be formed at the discretion of and by the authority of LAFCo. Additionally, they remove LAFCOs' authority to dissolve a public water system as authorized by the SWRCB and as part of the formation process of the new authority. As you know, formation of a new, local public agency has been the authority of LAFCo since 1963 when the Legislature created them. To now turn that authority over to the SWRCB in an effort to "save

money” or “streamline the process”, we believe, creates a false perception that the cost will be reduced and sets a dangerous precedent.

SECTION 1 of the bill is being completely stricken and therefore divests LAFCo of all involvement in the formation process and it removes LAFCo from the process of dissolving any public water system identified by the SWRCB as mandated for dissolution and inclusion into the new authority except for holding a public hearing on the matter. Not only does this removal divest LAFCo of their authority and give it to the SWRCB, it eliminates the Plan for Service requirements to be included in the draft conceptual formation plan. All other public agencies are subject to submit a comprehensive Plan for Service when applying to provide services and exempting the authority from doing so sets a precedent.

Code Section 78038(b) proposes to give quasi-legislative authority to the SWRCB in the action to form the new authority. The Legislature created LAFCo as a quasi-legislative body decades ago to do this very thing. While the Legislature has exercised its authority to create new service providers in the past, until now there has been no state agency with that authority. We fail to understand the need to create an entity at the state level to do something LAFCos have been effectively doing for 57 years – forming new districts – that happen at the local level.

LAFCo is being excluded from several critical notification points:

Code Section 78033(a)(1) excludes LAFCo from the list of entities the SWRCB is to notify of their intent to form the authority. *LAFCo needs to be included in the list of other local agencies receiving such notification* (such as cities, county, water districts, etc.). Further, this section allows the SWRCB to invite other public water suppliers to consider dissolving and join the authority. Without including LAFCo on the notification under this section, we would be in the dark regarding those local districts (both independent and dependent) that may consider dissolving.

Code Section 78033(a)(2)(A) excludes LAFCo notification from an entity wishing to consolidate into a proposed authority. *LAFCo needs to be included in this notification.*

Code Section 78033(a)(2)(B) provides that customers of an entity wishing to join a proposed authority petition the SWRCB directly. Not only does this keep LAFCo in the dark, it is a run-around of the current service provider as there appears to be no notification to them. Code Section 78033(b) allows the governing board of a county or city dependent special district to notify the formation coordinator they wish to opt into the new authority. Here again, without LAFCo receiving this notification there is no way for us to know of the pending dissolution.

In addition to removing LAFCos’ existing authority from the formation process of a public agency service provider, we are concerned about Code Section 78037(a)(3) which requires the LAFCo to hold a public hearing to allow for public comment on

the dissolution of the public water system mandated for dissolution by the SWRCB and requires the LAFCo to provide all comments back to the SWRCB for consideration (without the funding to do either). The section also states the dissolution shall be ordered upon completion of the public hearing. We question the purpose of reporting back the public comments to the SWRCB for consideration if the dissolution is ordered immediately upon closure of the public hearing.

If one of the goals of these amendments is to closer align processes with SB 88, then it would stand to reason the SWRCB would be the entity conducting the public hearing (pursuant to Code Section 116682 of the Health and Safety Code), especially given the fact that with these amendments, the LAFCo no longer has any other part in the actual dissolution.

Ordering a dissolution for a service provider who is currently providing service requires a successor agency to assume the delivery of service as well as all the assets and liabilities of the entity being dissolved. Code Section 78037(a)(4) requires the order of dissolution to make appropriate equitable arrangements for the interim operation of the public water system until the formation of the authority is complete, and they are prepared to take over service delivery. While that “interim” service provider may be identified in the draft conceptual formation plan, 78037(a)(4) does not explicitly state to whom the service, assets and liabilities should be transferred. We suggest language be added to explicitly state the interim operator as identified in the approved conceptual formation plan.

Proposed amendments to the draft conceptual plan

We have a few concerns relating to the draft conceptual plan as noted below. Code Section 78035(c) requires the formation coordinator to submit the draft conceptual formation plan to the SWRCB and any applicable LAFCo for comments within 60 days of its receipt. Further, the formation coordinator shall finalize the plan for public comment no later than 30 days after receiving comments from the SWRCB. What is left out of this section are the comments on the plan from the LAFCo. Undoubtedly, as the local agency who is responsible for the formation of public agencies, LAFCos know what to look for and consider when reviewing formation plans. *The LAFCo comments need to be considered by the SWRCB and the formation coordinator before the document is available for public comment.*

Code Section 78038 requires LAFCo to hold two public hearings on the draft conceptual formation plan and to subsequently submit a report to the SWRCB summarizing public comment and any recommendations the LAFCo may have for the SWRCB on the plan. *We would like to see amendments requiring the SWRCB to*

specifically adopt or reject each of our recommendation on the draft plan and explain their response for those decisions.

Removing funding for LAFCo mandates

The current version of the bill reflects a cost of up to \$10.65 million to LAFCos for authority formations, which represents only 11.5% of the total cost estimate of \$89.15 million. Using these projections, the costs associated with LAFCo are far below every other entity and related provision (with one exception) of the dissolutions; formations; administration; SWRCB support and support for the authorities once formed. The cost for LAFCos to perform the dissolution of public water systems and to form the new authority are far likely to be less than having the SWRCB perform these functions. Consequently, we believe this creates a false perception that the overall cost will be reduced by removing LAFCo from the process. Transitioning these processes to a state agency rather than keeping them at the local level does not in fact reduce costs – it simply transfers the cost from the local level to the state level. Further, we would assert the cost is less at the LAFCo level.

Finally, the proposed pending amendments require LAFCos to (1) review the proposed plan and provide recommendations to the SWRCB; (2) hold a public hearing to allow for public comment on the dissolution of the public water system mandated by the SWRCB for dissolution and provide all comments to the SWRCB; (3) hold two public hearings to receive input on the proposed plan for the new authority, summarize comments received and provide a report to the SWRCB; (4) review a report on the authority's performance for the first three years; and (5) hold a public hearing as directed by the SWRCB if the new authority is failing to comply with the plan to review the authority's performance and provide a report back to the SWRCB on comments received at the hearing.

The proposed pending amendments remove all the funding for LAFCo for all the actions still required by the bill as noted above. Section 78038(a) adds a clause to address funding for only the two public hearings to consider the draft conceptual plan and prepare the required report – and only if – they (LAFCo) “*incur extraordinary costs over and above its normal budgeted operating expenses for conducting the public hearing and preparing the report to the state board*”. All of the LAFCo expenses related to SB 414 are over and above normal operating budget costs and in order to cover them should the state not, it is highly likely we will have to increase fees to the local government agencies that pay into the LAFCo annually (cities, counties, and special districts).

We strongly believe LAFCos need to be added to the language in Section 78115 (a)(1). All other entities, including the Public Utilities Commission, have some level of funding in the proposed pending amendments. To eliminate the funding for the one

local agency involved and retain funding for all state agencies involved puts the collection of that funding on the backs of local government.

Please do not hesitate to contact me if you have any questions about our OPPOSE position to the proposed amendments on **SB 414**.

Yours Sincerely,

Sergio Jimenez
Chairperson

Cc: Assembly Local Government Committee
Assembly Environmental Safety & Toxic Materials Committee
Senate Governance and Finance Committee
Senate Environmental Quality Committee
Pamela Miller, Executive Director, CALAFCO

ANNUAL REPORT 2019-2020

SANTA
CLARA
LAFCO



MISSION

The Local Agency Formation Commission (LAFCO) is a state mandated local agency established to oversee the boundaries of cities and special districts.

The mission of LAFCO is to promote sustainable growth and good governance in Santa Clara County by:

- » preserving agricultural lands and open space, curbing urban sprawl,
- » encouraging efficient delivery of services,
- » exploring and facilitating regional opportunities for fiscal sustainability, and
- » promoting accountability and transparency of local agencies.

LAFCO will be proactive in raising awareness and building partnerships to accomplish this through its special studies, programs and actions.

COMMISSIONERS

Sergio Jimenez, Chairperson
Susan Ellenberg, Vice-Chairperson
Rich Constantine
Sequoia Hall
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

ALTERNATE COMMISSIONERS

Cindy Chavez
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Yoriko Kishimoto
Russ Melton
Terry Trumbull

STAFF

Emmanuel Abello
Dunia Noel
Neelima Palacherla
Lakshmi Rajagopalan

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LAFCO'S NEW COMMUNICATIONS & OUTREACH MATERIALS

The Communications and Outreach Plan adopted by the Commission in October 2018 presented strategies and tools to expand understanding of LAFCO's role and responsibility in promoting sustainable growth and good governance in Santa Clara County. As recommended in the Plan, Santa Clara LAFCO developed new communications materials and tools, each described in greater detail below, to conduct greater outreach to its diverse stakeholders.

“WHAT IS LAFCO?” BROCHURE

The “What is LAFCO?” Brochure is designed to help Santa Clara LAFCO tell its story and educate all audiences about the history of LAFCO, its mission and mandate, the commissioners' role in upholding the mandate, how LAFCO functions, and what LAFCO has accomplished over 50 years in Santa Clara County.

The brochure highlights how LAFCO's work yields real public benefits for the county's residents which include protecting open space and farmlands, safeguarding local air and water resources, minimizing traffic, promoting housing affordability, minimizing costs to taxpayers for government services, and increasing the sustainability and livability of communities.



LAFCO'S NEW COMMUNICATIONS & OUTREACH MATERIALS



PUBLIC EXHIBITS ON LAFCO

The large public exhibits provide a brief overview of LAFCO and highlight how LAFCO's presence creates public value across the county, protecting natural resource lands while facilitating the development of vibrant communities. One exhibit has already been displayed at the County Government Center and future displays are anticipated in other public spaces, such as at city halls and public libraries around the county.

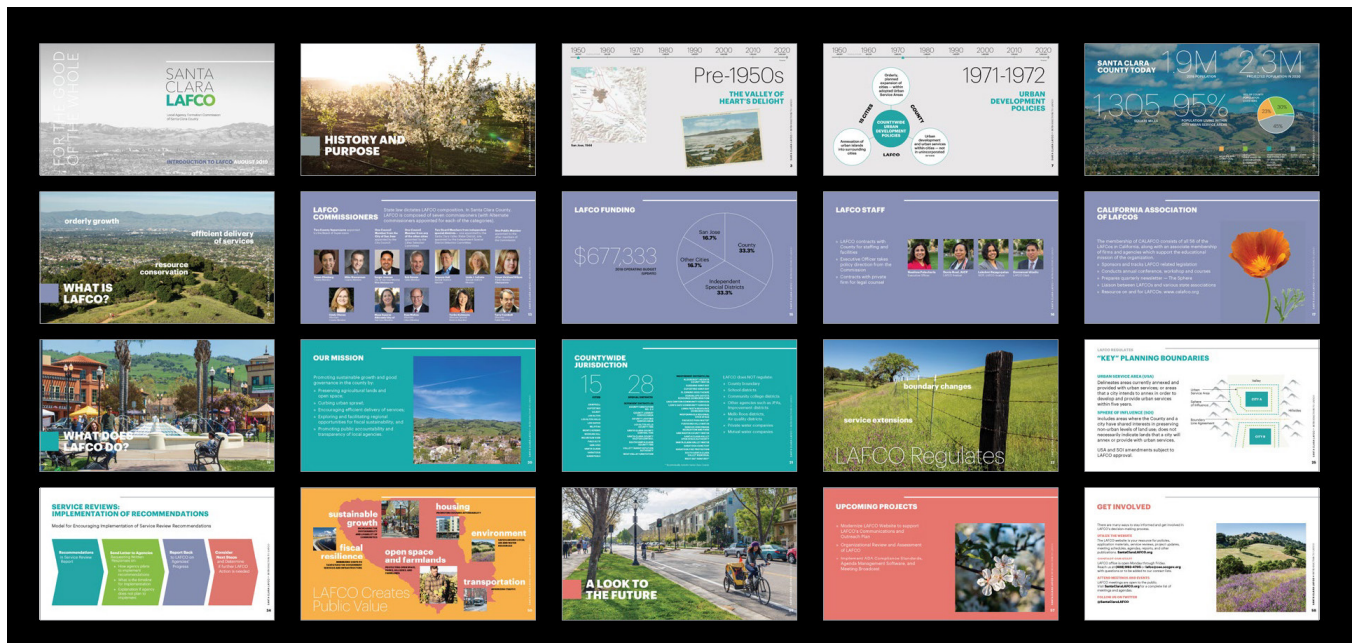


LAFCO'S NEW COMMUNICATIONS & OUTREACH MATERIALS

INTRODUCTION TO LAFCO POWERPOINT PRESENTATION

A PowerPoint presentation (with customization for different stakeholder groups) has been developed to help educate stakeholders about the history of LAFCO, its State mandate, its policies, the role of Commissioners and staff, the application review process for boundary changes, its service reviews program, and current projects.

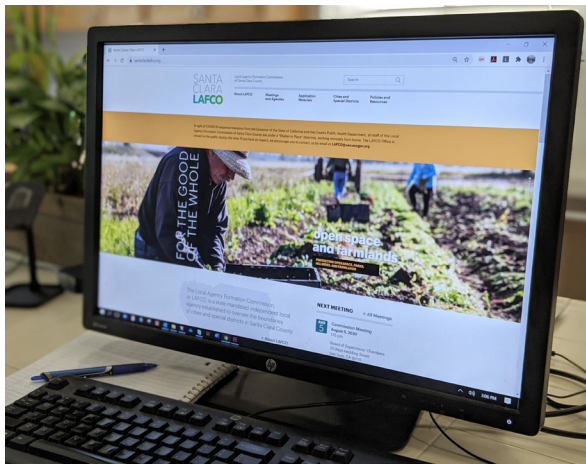
LAFCO staff have used the presentation to orient new LAFCO commissioners; and to inform elected officials, staff of local agencies, and the general public about LAFCO.



LAFCO'S NEW COMMUNICATIONS & OUTREACH MATERIALS

REDESIGNED LAFCO WEBSITE

LAFCO launched its new website in January 2020. The new website, **SantaClaraLAFCO.org**, features a bold new look incorporating the new LAFCO brand colors, typography, and design elements, as well as new messaging developed as part of LAFCO's Communications and Outreach Plan. The new website's content is aligned to LAFCO's three key audiences: applicants, community members, and cities and special districts; and prominently features helpful resources including an interactive maps portal with current jurisdictional and planning boundaries for local agencies in the county.



The new website will be used to strengthen LAFCO's engagement with its stakeholders and the public by making it easier for them to access LAFCO information and resources.

2020 NORTHERN CALIFORNIA APA AWARD OF EXCELLENCE FOR COMMUNICATIONS INITIATIVE

Santa Clara LAFCO's Communications & Outreach Plan received the 2020 Northern California APA Section Award of Excellence for Communications Initiative.

The first ever communications initiative by any LAFCO in the state, the Communications and Outreach Plan is a comprehensive and proactive strategy for outreach and communications to help Santa Clara LAFCO better fulfill its role and address the common unfamiliarity with and misperception of LAFCO's purpose.

“

[The Plan contains] fresh ideas that are transferable to other communities and represent guidebooks toward a more inclusive, accessible and equitable planning future.

Northern Section 2020 Awards
American Planning Association
California Chapter

”

PROGRAM HIGHLIGHTS

RANCHO RINCONADA RECREATION AND PARK DISTRICT SPECIAL STUDY (ONGOING)

In July 2019, LAFCO retained a consultant to conduct the Rancho Rinconada Recreation and Park District (RRRPD) Special Study in order to identify the reorganization process and evaluate the potential fiscal impacts of alternate governance structure options for the District. The RRRPD Special Study Draft Report prepared by the consultant is available on the LAFCO website for public review and comment. In February and March 2020, LAFCO and the City of Cupertino's Parks and Recreation Commission received presentations on the Draft Report. However, work on the Study was temporarily suspended due to the COVID-19 pandemic. We have recently resumed the Study.



COMPREHENSIVE ORGANIZATIONAL REVIEW AND ASSESSMENT OF LAFCO (ONGOING)

In October 2019, LAFCO retained a consultant to conduct a comprehensive organizational review and assessment of Santa Clara LAFCO focusing on its organizational structure,

staffing levels, job specifications and compensation relative to an industry focused comparator group and best management practices. The Study will support performance management, employee development and succession planning efforts.

The consultant completed their research and analysis; and prepared a Draft Report with their findings and recommendations. Throughout the process, the LAFCO Finance Committee met several times to provide input and guidance to the consultant on the Study. The consultant's Draft Report and the Finance Committee's recommendations will be presented to the Commission at its August meeting.

BOUNDARY CHANGE APPLICATION

The number of applications LAFCO processes varies each year. This year, LAFCO approved and recorded one annexation to the West Valley Sanitation District.

There were no requests for urban service area or sphere of influence amendments.

LAFCO staff worked with the Town of Los Gatos to help facilitate the annexation of 24 unincorporated islands totaling 117 acres, into the Town.

LAFCO's Application Processing Record for the period July 1, 2019 to June 30, 2020 is included in the Appendix.

PROGRAM HIGHLIGHTS

PUBLIC INFORMATION AND CUSTOMER SERVICE

Staff routinely responds to numerous inquiries from the general public, property owners, developers, real estate agents, and attorneys about a variety of topics, including location of boundaries, annexation date and records, property tax bills and special assessments, nearest or appropriate service providers, LAFCO policies and procedures, etc.

PRE-APPLICATION MEETINGS

Staff conducts pre-application meetings to inform prospective applicants of the LAFCO policies and procedures that apply to the anticipated projects and to discuss any potential concerns. This allows the applicant to consider and address these concerns before applying to LAFCO. Pre-application meetings were held with:

- City of Saratoga staff regarding potential annexation of Mountain Winery (June 2019)
- Property owner and City of Morgan Hill staff regarding a request to extend water service to proposed Metta Tam Tu Buddhist Temple Development (August and September 2019)
- Town of Los Altos Hills staff and Midpeninsula Regional Open Space District staff, regarding the proposed annexation of the Los Altos Hills 04 – Ravensbury Island, which included a parcel owned by the District (December 2019 and April 2020)

COMMENT LETTERS

Staff also provides written comments on various proposed projects to ensure that LAFCO's concerns are known and considered early in an agency's project review process.

LAFCO submitted comment letters on the following:

- Mountain Winery Annexation Project – Draft and Final Environmental Impact Reports (City of Saratoga, August and December 2019, and March 2020)
- Gilroy's Consideration of Providing City Water Service Outside City Boundaries Without Seeking LAFCO Approval (City of Gilroy, August and September 2019)
- Proposed Tentative Map, Cluster Permit, and Grading Approval for a 24-lot Subdivision (County of Santa Clara, October 2019)
- Wren Investors and Hewell Urban Service Area Amendment – Mitigated Negative Declaration (City of Gilroy, October 2019)
- Gilroy Sports Park Master Plan Phase III Amendments – Supplemental Draft Environmental Impact Report (City of Gilroy, October 2019 and February 2020)
- Request to extend city water service to the proposed Metta Tam Tu Buddhist Temple Development (City of Morgan Hill, November 2019)
- Gilroy 2040 General Plan Notice of Preparation (City of Gilroy, February 2020)
- Proposed Agricultural Employee Housing Zoning Ordinance Amendments (County of Santa Clara, May 2020)

PROGRAM HIGHLIGHTS

COLLABORATION AND PARTNERSHIPS

MEETINGS WITH STATE AND REGIONAL AGENCIES

Over the past year, LAFCO staff has facilitated and participated in several inter-jurisdictional discussions with staff from the County Planning Department, County Department of Environmental Health, State Water Resource Control Board (SWRCB), and Santa Clara Valley Water District on laws (i.e. SB 1263 and SB 200) affecting the permitting of small water systems in unincorporated areas of the county.

The purpose of these meetings was to understand these laws, consider the potential adverse or unintended impact of these laws on land use, planning, development and growth management in the unincorporated county; and to help identify mutually acceptable ways to implement these laws in a manner that avoids those potential adverse impacts.

COUNTYWIDE ASSOCIATIONS AND WORKING GROUPS

Staff regularly attend and participate in the following:

- Santa Clara County Special Districts Association Quarterly Meetings
- Santa Clara County Association of Planning Officials Monthly Meetings

- Quarterly Meetings with County Planning Office
- County Sustainability Working Group
- Interjurisdictional GIS Working Group Meetings

OUTREACH AND EDUCATION EFFORTS

PRESENTATIONS ON LAFCO

As part of LAFCO's ongoing outreach efforts, staff conducts presentations on LAFCO and its mandate, policies, and activities to various stakeholders. Staff made presentations to the following:

- County Planning Office staff, as part of a joint training focused on the overlap between the two agencies' goals and policies (February 2020)
- Santa Clara County Special Districts Association, highlighting the various resources for special districts, such as service review reports, and special district profiles and maps. (March 2020)

PROGRAM HIGHLIGHTS

CALAFCO ACTIVITIES

Santa Clara LAFCO is actively involved in CALAFCO activities. The following is a summary of those activities during this year:

CALAFCO BOARD AND CALAFCO LEGISLATIVE COMMITTEE

In October 2020, Commissioner Vicklund Wilson completed her term on the CALAFCO Board and on the CALAFCO Legislative Committee. Executive Officer Palacherla continues to serve on the Legislative Committee which meets regularly during the legislative session to propose new legislation to help clarify LAFCO procedure or to address LAFCO issues, and to discuss and take positions on proposed legislation affecting LAFCOs.

CALAFCO ANNUAL CONFERENCE ATTENDANCE AND PRESENTATIONS

In October 2019, staff and Commissioners Jimenez, Rennie, and Vicklund Wilson; and Alternate Commissioners Melton and Trumbull attended the Annual CALAFCO Conference in Sacramento. Commissioner Vicklund Wilson was a panelist on a session entitled “MSRs: You Get Out What You Put In.” Commissioner Rennie and Executive Officer Palacherla were panelists on a session entitled “What’s Your Story? Crafting and Communicating a Compelling LAFCO Narrative.”



UPCOMING PROJECTS

COMPREHENSIVE REVIEW AND UPDATE OF LAFCO POLICIES

In February 2020, LAFCO hired a consultant to assist in completing a comprehensive review and update of LAFCO's policies. The purpose of the review and update is to strengthen the policies in order to enable LAFCO to better meet its legislative mandate, and to better align and clarify consistency of the policies with the Cortese Knox Hertzberg Act. The review and update are now underway and anticipated to conclude by years end.

WEBCASTING OF LAFCO MEETINGS

In February 2020, LAFCO authorized staff to work with the Office of the Clerk of the Board of Supervisors to webcast LAFCO meetings in order to increase transparency and encourage greater public engagement. LAFCO is working with the County to develop a Memorandum of Understanding to allow LAFCO to use the County's Agenda Management System and the equipment in the County Board Chambers.

OTHER ACTIVITIES

CHANGES IN LAFCO MEMBERSHIP

In May 2020, LAFCO welcomed City of Morgan Hill Mayor Rich Constantine as a new LAFCO commissioner. Sunnyvale Councilmember Russ Melton was re-appointed as an alternate commissioner. Staff conducted an orientation session for Commissioner Constantine.

In June 2020, the Commission thanked outgoing Commissioner Rob Rennie for his dedicated service to LAFCO.

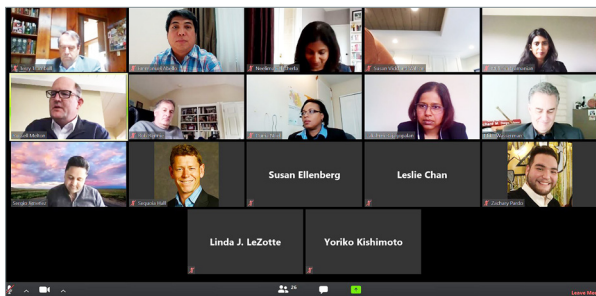
LAFCO'S OPERATIONS DURING COVID-19

In light of COVID-19 response measures from the Governor of the State of California and the Santa Clara County Public Health Department, LAFCO staff have been working remotely since March 16, 2020.

LAFCO held its April 8, 2020 and June 3, 2020 meetings by virtual teleconference.

INDEPENDENT ANNUAL FINANCIAL AUDIT

LAFCO completed its second Annual Financial Audit for FY 2019 ending on June 30, 2019. The audit was conducted in accordance with the generally accepted auditing standards as specified in the report. The auditors found LAFCO's financial statements present fairly, in all material aspects, the financial position of LAFCO.



LAFCO APPLICATION PROCESSING RECORD

JULY 1, 2019 TO JUNE 30, 2020

ISLAND ANNEXATIONS

CITY	PROPOSAL NAME	DATE RECORDED	DOCUMENT #	ACREAGE APPROVED
Los Gatos	Los Gatos Pocket Annexation LG 01	08/30/19	24268075	39.92
	Los Gatos Pocket Annexation LG 02-02	08/30/19	24268075	0.21
	Los Gatos Pocket Annexation LG 03	08/30/19	24268075	0.90
	Los Gatos Pocket Annexation LG 04	08/30/19	24268075	1.66
	Los Gatos Pocket Annexation LG 05	08/30/19	24268075	3.14
	Los Gatos Pocket Annexation LG 06	08/30/19	24268075	0.96
	Los Gatos Pocket Annexation LG 07	08/30/19	24268075	1.84
	Los Gatos Pocket Annexation LG 09	08/30/19	24268075	0.62
	Los Gatos Pocket Annexation LG 10	08/30/19	24268075	1.89
	Los Gatos Pocket Annexation LG 11	08/30/19	24268075	0.46
	Los Gatos Pocket Annexation LG 12	08/30/19	24268075	2.36
	Los Gatos Pocket Annexation LG 14	08/30/19	24268075	0.11
	Los Gatos Pocket Annexation LG 15-01	08/30/19	24268075	0.12
	Los Gatos Pocket Annexation LG 15-02	08/30/19	24268075	0.10

ISLAND ANNEXATIONS (Continued)

CITY	PROPOSAL NAME	DATE RECORDED	DOCUMENT #	ACREAGE APPROVED
Los Gatos	Los Gatos Pocket Annexation LG 16	08/30/19	24268075	1.25
	Los Gatos Pocket Annexation LG 17 01-01-01	08/30/19	24268075	34.11
	Los Gatos Pocket Annexation LG 17 01-01-02	08/30/19	24268075	1.10
	Los Gatos Pocket Annexation LG 17 01-02	08/30/19	24268075	7.59
	Los Gatos Pocket Annexation LG 17-02	08/30/19	24268075	13.95
	Los Gatos Pocket Annexation LG 17-03	08/30/19	24268075	0.25
	Los Gatos Pocket Annexation LG 17-04	08/30/19	24268075	1.63
	Los Gatos Pocket Annexation LG 17-05	08/30/19	24268075	0.28
	Los Gatos Pocket Annexation LG 18-01	08/30/19	24268075	0.90
	Los Gatos Pocket Annexation LG 18-02	08/30/19	24268075	1.67
			<i>City Total</i>	117.02
<i>Total Island Annexations Acreage</i>				117.02

ANNEXATIONS TO SPECIAL DISTRICTS

AGENCY	PROPOSAL NAME	LAFCO ACTION	DOCUMENT # DATE RECORDED	ACREAGE APPROVED
West Valley Sanitation District	West Valley Sanitation District 2019-01 (Cypress Way)	Approved 02/05/20	24406685 02/18/20	1.25
				<i>District Total</i>
<i>Total Special District Annexations Acreage</i>				1.25



SANTA
CLARA
LAFCO

FOR THE GOOD OF THE WHOLE

Local Agency Formation Commission
of Santa Clara County

777 North First Street, Suite 410
San Jose, CA 95112

408.993.4705
lafco@ceo.sccgov.org

SantaClaraLAFCO.org



**Local Agency
Formation Commission
of Santa Clara County**

777 North First Street
Suite 410
San Jose, CA 95112

SantaClaraLAFCO.org

Commissioners

Rich Constantine
Susan Ellenberg
Sequoia Hall
Sergio Jimenez
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

Alternate Commissioners

Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull

Executive Officer
Neelima Palacherla

LAFCO MEETING: August 5, 2020

TO: LAFCO

**FROM: Neelima Palacherla, Executive Officer
Lakshmi Rajagopalan, Analyst**

SUBJECT: CALAFCO RELATED ACTIVITES

9.1 NOMINATIONS TO THE 2020/2021 CALAFCO BOARD OF DIRECTORS

Recommendation

Nominate interested commissioners and provide further direction to staff, as necessary.

Discussion

Nominations for the 2020/2021 CALAFCO Board of Directors are now open. LAFCO of Santa Clara County is part of the Coastal Region. Within the Coastal Region, nominations are being accepted for "County Member" and District Member." The deadline for LAFCO to submit nominations is Tuesday, September 22, 2020 at 5.00 PM. As the in-person Annual CALAFCO Conference is cancelled this year, the Board of Directors elections will be an electronic ballot procedure.

Please see **Attachment A** for a memo from CALAFCO describing the procedure and timelines for the 2020/2021 CALAFCO Board elections.

Serving on the CALAFCO Board is a unique opportunity to work with other LAFCO commissioners throughout the state on legislative, fiscal and operations issues that affect LAFCOs, counties, cities, and special districts. The Board meets four to five times each year at alternate sites either via phone or in-person around the state. A LAFCO commissioner or alternate commissioner is eligible to run for a CALAFCO Board seat.

9.2 DESIGNATE VOTING DELEGATE

Recommendation

Appoint voting delegate.

Discussion

Each LAFCO must designate a voting delegate who is authorized to vote on behalf of their LAFCO in the 2020 CALAFCO Board elections.

As the in-person annual conference has been cancelled, the 2020 Board of Directors election will be an electronic ballot procedure. The ballots will be distributed by email to the voting delegate on October 7 and the ballots are due to CALAFCO on Wednesday, October 21, 2020 by 4:00 PM, as described in **Attachment A**.

9.3 2020 CALAFCO ANNUAL CONFERENCE CANCELLED

For Information Only

The 2020 CALAFCO Annual Conference was originally scheduled for October 21-23 in Monterey. Due to the challenges and concerns related to COVID-19, CALAFCO has cancelled the in-person Annual Conference and is researching options for a virtual event. Please see **Attachment B** for a memo from CALAFCO regarding the cancellation.

9.4 CALAFCO UNIVERSITY WEBINAR SERIES

For Information Only

In light of the pandemic, CALAFCO has redesigned CALAFCO U to be virtual. CALAFCO U is offering three LAFCO 101 webinars in August that explore the basics of LAFCO. The webinars are offered at no cost including one for commissioners, entitled, "Being a LAFCo Commissioner – What Does it Really Mean?"

The 1-hour session for commissioners is scheduled for Friday, August 21 from 10:00 to 11:00 AM. Commissioners interested in attending the session should inform staff by Thursday, August 13, for assistance with registration. See **Attachment C** for the CALAFCO flyer announcing the webinar series.

9.5 CALAFCO QUARTERLY REPORT

For Information Only

CALAFCO Quarterly Reports provide updates on CALAFCO Board actions, legislative updates and LAFCO news. The June 2020 Quarterly recognizes Santa Clara LAFCO for receiving the American Planning Association, California Northern Chapter's Award of Excellence for its Communications and Outreach Plan. See **Attachment D** for the CALAFCO June 2020 Quarterly Report.

ATTACHMENTS

- | | |
|---------------|--|
| Attachment A: | Memo from CALAFCO re: Elections for 2020/2021 CALAFCO Board of Directors, dated July 7, 2020 |
| Attachment B: | Memo from CALAFCO re: CALAFCO Annual Conference Cancellation Letter, dated July 7, 2020 |
| Attachment C: | LAFCO 101 Webinar Series |
| Attachment D: | CALAFCO Quarterly Report – June 2020 |

July 7, 2020

To: Local Agency Formation Commission
Members and Alternate Members

From: Shiva Frentzen, Committee Chair
CALAFCO Board Election Committee
CALAFCO Board of Directors



RE: IMPORTANT UPDATE - Elections for 2020/2021 CALAFCO Board of Directors

As you know, nominations are now open for the fall elections of the CALAFCO Board of Directors. Please refer to the announcement and nomination packet sent out to you on June 19, 2020 for details on which seats are open and other important information.

In that announcement we advised you that if we are unable to have an in-person annual conference due to the COVID-19 pandemic, the elections will be conducted by all mail ballot. **As the in-person annual conference has been cancelled, the 2020 Board of Directors elections will be an electronic ballot procedure.**

- ✓ We will use the timelines outlined in CALAFCO policies as detailed in the June 19 announcement with some slight modifications as provided below.
- ✓ CALAFCO still needs the name of your voting delegate. Please also provide their title and email address as the ballot will be emailed directly to your voting delegate. The voting delegate will also cast votes on behalf of your LAFCo at whatever virtual annual business meeting we may have.

Since there will be no caucus, there is no ability to nominate a candidate from the floor. All nominations must come from the nomination packets submitted and acknowledged as received by the deadline of September 22, 2020 at 5:00 p.m.

Please inform your Commission that the CALAFCO Election Committee is accepting nominations until Tuesday, September 22, 2020 at 5:00 p.m. and that this is the only way to get your name on the ballot and be considered for election.

The election committee and CALAFCO staff will meet virtually the morning of October 22 for purposes of tabulating the results and certifying the election. All election documents will be available for member LAFCo inspection upon request.

- **June 19** – Nomination Announcement and packet sent to LAFCo membership and posted on the CALAFCO website.
- **September 22** – Completed Nomination packet due
- **September 22** – Voting delegate name and email address due to CALAFCO
- **October 7** – Distribution of the Election Committee Report (includes all completed/submitted nomination papers)
- **October 7** – Distribution of ballots by email to voting delegate
- **October 21** - Ballots due to CALAFCO by 4:00 p.m. – **NO LATE BALLOTS WILL BE ACCEPTED**
- **October 22** – Elections tabulated by the Elections Committee and an announcement made to the membership

Please direct any questions you have about the election process to Executive Director Pamela Miller at pmiller@calafco.org or by calling her at 916-442-6536; or to the Election Committee Chair Shiva Frentzen at sfrentzen@calafco.org or by calling her at 530-621-5390.

CALAFCO Board Members 2019-20*(as of June 19, 2020)*

Board Member Name	LAFCo - Region	Type (Term Expires)
Cheryl Brothers	Orange - <i>Southern</i>	City (2020)
Bill Connelly - Treasurer	Butte - <i>Northern</i>	County (2021)
David Couch	Humboldt - <i>Northern</i>	District (2021)
Shiva Frentzen	El Dorado - <i>Central</i>	County (2020)
Blake Inscore	Del Norte - <i>Northern</i>	City (2020)
Gay Jones	Sacramento - <i>Central</i>	District (2020)
Michael Kelley – Vice Chair	Imperial - <i>Southern</i>	County (2021)
Michael McGill - Chair	Contra Costa - <i>Coastal</i>	District (2020)
Jo MacKenzie	San Diego - <i>Southern</i>	District (2021)
Margie Mohler	Napa - <i>Coastal</i>	City (2021)
Tom Murray	San Luis Obispo - <i>Coastal</i>	Public (2021)
Anita Paque - Secretary	Calaveras - <i>Central</i>	Public (2021)
Jane Parker	Monterey - <i>Coastal</i>	County (2020)
Daniel Parra	Fresno - <i>Central</i>	City (2021)
Josh Susman	Nevada - <i>Northern</i>	Public (2020)
David West	Imperial - <i>Southern</i>	Public (2020)

July 7, 2020

Dear CALAFCO Membership:

We continue to live in unprecedented times, dealing with the myriad of disruptive changes thrust upon us and our agencies. All of us continue to learn how to best navigate the path forward, both individually and collectively, with resilience and courage.

With the ongoing pandemic and the dialing back by many counties on re-opening, and the significant budget cuts looming for all local government agencies, careful consideration is being given to every decision organizations are making today. The same is true for CALAFCO and our Annual Conference.

Taking all of that into consideration with respect to the October Annual Conference, the CALAFCO Board of Directors and Executive Director believe CALAFCO has an ethical and corporate responsibility to our members, speakers, guests, their families and our collective communities. This responsibility includes mitigating as much as possible the spread of the virus and being responsible in our decisions to aid in the containment and protect the health and safety of our members. Given the fluidity of the situation, there are still no state guidelines as to larger gathering events and it is not likely they can be done safely anytime soon.

After careful thought and consideration, CALAFCO has decided to cancel this year's in-person Annual Conference which was scheduled for October 21-23 in Monterey.

So, what's next?

- Staff is researching options for a virtual event of some kind and will report to the Board of Directors during the July 24 meeting what options are reasonable and available. At this time, we do not know what that may look like, but we are hopeful by the end of the month we will know whether there will be a virtual event. As soon as there is information, you will be advised.
- CALAFCO staff may reach out to your LAFCo staff and commissioners and request feedback via a Survey Monkey survey. **Your feedback will be critical so please respond if asked.**
- CALAFCO is working with the Monterey Hyatt to re-book the Conference in 2023.
- The Board of Directors 2020 elections will be held by email ballot. Please watch for an update from the Elections Committee coming this week.
- We are researching options for holding the Annual Business Meeting and will advise you when that decision has been made.

If you have suggestions or questions, please let Executive Director Pamela Miller know. You can reach her at pmiller@calafco.org.

On behalf of the Board, we thank you for the leadership and the integrity you demonstrate as local government leaders every day, and especially in difficult times such as these.

Yours sincerely,



Mike McGill
Chair of the Board



Pamela Miller
Executive Director

CC: CALAFCO Board of Directors

Join Us for a Very Special LAFCo 101 Webinar Series

ABOUT THIS SERIES

CALAFCO is here for you during the Pandemic with a series of three, **no-cost LAFCo 101 webinars**. These are not your ordinary “Just the basics” webinars! Join us for informative and fun (yes, **FUN!**) webinars that explore all the basics of LAFCo. Whether you are looking to jump start your level of knowledge or take your skills to the next level, there is always something to learn at LAFCo 101.

SESSION ONE

Navigating the Basics and Beyond - LAFCo 101 for LAFCo Staff

DATE: Thursday, August 6, 2020

TIME: 9:30 a.m. to 11:00 a.m.

Registration closes July 30, 2020 at 5:00 p.m.

SR and Joe will cover LAFCo 101 topics such as the authority and purpose of LAFCo; the LAFCo review process; the laws involved in LAFCo decisions and updating Spheres of Influence and Municipal Service Reviews.

Presenters: SR Jones, Executive Officer, Nevada LAFCo and Joe Serrano, Executive Officer, Santa Cruz LAFCo

This session is approved for 1.5 AICP CM credits

SESSION TWO

The Magical World of LAFCo Clerking – A Look at Processes and Supporting Your Commissioners from a Clerk and Analyst Perspective

DATE: Thursday, August 13, 2020

TIME: 9:30 a.m. to 11:00 a.m.

Registration closes on August 6, 2020 at 5:00 p.m.

Martha, Amanda and Terry will delve into LAFCo clerk and analyst best practices, taking an application from receipt through to hearing and completion, Brown Act and Public Records Act and how to effectively respond to the needs of your Executive Officer, Commissioners and the public all while keeping your sanity.

Presenters: Martha Poyatos, Executive Officer, San Mateo LAFCo; Amanda Olivas, Clerk, Fresno LAFCo; Terri Tuck, Clerk, Yolo LAFCo

SESSION THREE

Being a LAFCo Commissioner – What Does it Really Mean?

DATE: Friday, August 21, 2020

TIME: 10 a.m. to 11:00 a.m.

Registration closes August 14, 2020 at 5:00 p.m.

This session is designed specifically for LAFCo Commissioners. Scott and David will cover the role of LAFCo Commissioners, the Brown Act and PRA for Commissioners and Conflicts of Interests. Navigating the Brown Act, Open Meetings Act and Public Records Act can be a challenge sometimes, so we'll dive into how to keep yourself and your LAFCo out of trouble in these areas.

Presenters: Scott Browne, Legal Counsel, various LAFCos and David West, Commissioner, Imperial LAFCo

REGISTRATION INFORMATION

NO REGISTRATION FEE IS REQUIRED FOR ANY OF THE SESSIONS FOR MEMBERS OF CALAFCO. THIS SERIES IS DESIGNED ONLY FOR THE MEMBERS OF CALAFCO.

Individual registration for each session is required. Registrations are online only. Click on the links below to register.

[SESSION ONE](#)

[SESSION TWO](#)

[SESSION THREE](#)

Registration must be received by the date noted for each session.

No late registrations will be accepted.

Once you register on Eventbrite you will receive the Zoom Registration link with your confirmation email. You will then need to use that Zoom Registration link prior to the session to get the Webinar link to join that session. **DO NOT WAIT UNTIL THE LAST MINUTE TO DO THIS STEP.**

You can also find this information on the CALAFCO website at www.calafco.org.

For additional information or questions, please contact CALAFCO University lead Martha Poyatos at mpoyatos@smcgov.org



CALAFCO

1020 12th Street, Suite 222

Sacramento, CA 95814

916-442-6536

www.calafco.org



News from the Board of Directors

CALAFCO QUARTERLY

June 2020

A
message
from the
Executive
Director

So much has changed in our world since the last Quarterly Report in February of this year. Each of us have dealt personally with changes and health matters related to the COVID-19 pandemic; we've professionally dealt with

keeping LAFCo business going while striving to keep ourselves, each other and our communities healthy and safe; and been faced with understanding and responding to the fiscal fallout of the pandemic and the recent calls for racial and social justice...it can all overwhelm us if we let it.

This Quarterly Report will begin differently. We are highlighting the good news in our CALAFCO family first, followed by Association updates. Happy reading!

Welcome New LAFCo Family Members

We welcome two new babies to the CALAFCO family!

San Mateo LAFCo Mgmt. Analyst Rob Bartoli and his wife Michelle welcomed (10 days early) **Luca Robert Bartoli** on March 30, 2020. Luca weighed in at 7 lbs., 11 oz. The family is all well, healthy and enjoying the comforts of home.



Not to be outdone, Napa LAFCo Executive Officer Brendon Freeman and family welcomed **Noah Campos Freeman** into the world on April 6, 2020. Noah tipped the scales at 8 lbs., 11 oz. upon his release from quarantine. Mom Isabel, Noah and Dad are all doing fine. Although neither set of parents are getting much sleep right now!

Congratulations to the Freemans and Bartoli's on bringing two future LAFCo EOs into the world!

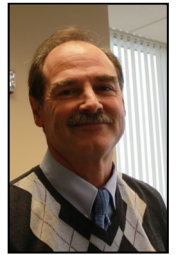
Congratulations on Upcoming Retirements

We want to congratulate two long-time LAFCo leaders on their upcoming retirements. Their contributions to CALAFCO and to LAFCos statewide are far too numerous to list here. Needless to say, they both leave huge shoes to fill and will be greatly missed. We wish them both all the best in their retirement!

After a distinguished near 20-year career with Sonoma LAFCo, Asst. EO **Carole Cooper** is retiring at the end of June. Carole spent 12 years on the CALAFCO Legislative Committee and was the recipient of the CALAFCO Project of the Year Award as part of the team that revised the definition section of CKH, and received the Outstanding LAFCo Professional Award.



San Luis Obispo LAFCo EO **David Church** is also calling it time to retire. David has been with his LAFCo for almost 19 years and will be retiring in July. David also spent a number of years contributing to CALAFCO on the Legislative Committee and as the Deputy EO representing the coastal region for four years. David received several CALAFCO Achievement Awards including the Mike Gotch Courage & Innovation in Local Government Leadership Award and the Outstanding LAFCo Professional Award.



LAFCos in the News

Tuolumne LAFCo Adds Special Districts

For the first time since 2012, special districts have been added to a LAFCo! CALAFCO acknowledges the hard work of **Tuolumne LAFCo** and congratulates them on adding special districts to their LAFCo. This is no easy feat and their process was a long one. We will learn more about it from EO **Quincy Yaley** in our next edition of *The Sphere*. As of today, 31 of the 58 LAFCos have special district representation. Way to go Tuolumne LAFCo!

Santa Clara LAFCo Receives Award for Communication and Outreach Plan

Earlier this month, **Santa Clara LAFCo** received the American Planning Association - California Northern Chapter's "Award of Excellence - Communication Initiative" for their communication and outreach plan. The APA highlighted the plan as one of the outstanding winners for its "fresh ideas that are transferable to other communities and represent guidebooks toward a more inclusive, accessible and equitable planning future."

Los Angeles LAFCo Receives Award of Excellence

In May, the Los Angeles Chapter of the American Planning Association awarded its "Award of Excellence: Hard Won Victories" for "Rescuing the Sativa Water System" to **LA LAFCo**, the County of Los Angeles, and the SWRCB for their collaborative work on the Agency.

CALAFCO congratulates **Tuolumne, Santa Clara** and **Los Angeles** LAFCos on their achievements!





CALAFCO BOARD UPDATE

The CALAFCO Board met February 21 and May 1. Here is a summary of the actions taken by the Board at these respective meetings.



February 21

As a follow up to the December 2019 meeting, the Board continued the discussion of transitioning the two primary contractors to employees to comply with AB 5. In executive session, the Board accepted the retirement announcement of Executive Director Pamela Miller, developed a recruitment plan and timeline and discussed the transition.

The Board considered the Tulare LAFCo proposed dues structure. After much discussion, they unanimously approved the convening of an ad hoc committee sometime in the summer to once again look at the dues structure that was adopted by the membership in October 2019. It is likely that this ad hoc committee will also include several member LAFCos outside of the Board.

Other actions the Board took at this meeting included:

- ✓ Reconfirmed no CPI increase (pursuant to Bylaws) for the FY 2020-21 LAFCo dues;
- ✓ Approved a request from Contra Costa LAFCo to prepare and file an amicus brief
- ✓ Conducted the annual dashboard review of the 2019 Strategic Plan objectives; and
- ✓ Accepted a series of reports including the 2020 conflict of interest filings, quarterly financial and investment reports, and the legislative report.

May 1

After careful consideration, the Board adopted a balanced budget for FY 2020-21. There are several notable differences in this budget as compared to past budgets, including:

- The Annual Conference revenue and expenses were adjusted for a smaller attendance and for a break-even model due to the pandemic;
- We are now budgeting for employer expenses such as employer's insurance, payroll services and payroll taxes, workers' compensation and overtime for the Administrator which is a non-exempt position; and
- For the first time, the operational costs of the Association are covered by member LAFCo dues, so there is no budget deficit. This is a result of the membership approving the new dues structure at the October 31, 2019 annual business meeting.

The Board also received a report from the Executive Director (ED) Recruitment Committee on the progress of the recruitment. During this report current ED Pamela Miller shared that given the uncertain times we are currently in and will be facing for the unforeseen future, she did not see

this is not a good time for a change in leadership for the Association and offered to stay on as the ED. The Recruitment Committee then took this under advisement.

Other actions taken by the Board at the May 1 meeting included:

- ✓ Received and filed the quarterly financial and investment reports;
- ✓ Received and filed the Legislative Committee report; and
- ✓ Received a verbal update on the Annual Conference from the Conference Chair and Program Chair.

All Board meeting packets are posted on the CALAFCO website.

EXECUTIVE DIRECTOR PAMELA MILLER STAYING WITH CALAFCO

As was announced in early June, Pamela Miller will be staying with the Association as Executive Director. To comply with the requirements of AB 5, both Pamela and Jeni Tickler, CALAFCO's Administrator, will be transitioning to employee status effective September 1. Both will remain as part-time employees.

2020 STAFF WORKSHOP AND ANNUAL CONFERENCE

Staff Workshop

Due to the COVID-19 pandemic, CALAFCO's Staff Workshop was cancelled. The workshop was scheduled for March 25-27 in Newport Beach. As it turned out, this was the right call, and done ahead of the March 19 stay-at-home order issued by the Governor.

CALAFCO staff was able to negotiate a revision in the facility contract to avoid a cancellation fee of over \$36,000. The workshop for 2020 has been booked at the same facility with only a slight increase in the food and beverage minimum and room rates. Further, all deposits (hotel, bus, boat, and caterer for the mobile workshop) were successfully moved forward to next year without penalty.

We wish to thank our Workshop hosts, *Imperial* and *Orange LAFCos* and their staff who worked so hard to prepare a fabulous workshop, and Program Chair *Gary Thompson*. His team did such an outstanding job that the program as planned will be moved forward to the 2021 Workshop.

Annual Conference

The Annual Conference is currently scheduled for October 21-23 in Monterey at the Hyatt Regency. Due to the ongoing restrictions on gatherings because of COVID-19, and due to shrinking local agency budgets, CALAFCO staff is currently exploring viable options for the Conference. The Program Planning Committee is already hard at work and planning session topics that are extremely relevant for the times. Details about the Conference will be announced as soon as a decision is made. We want to thank Conference Chair

News from the Board of Directors

CALAFCO QUARTERLY

June 2020

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Jane Parker and Program Chair *Christine Crawford*, as well as the entire program planning team for their work thus far.

Your Board's top priority is ensuring the health and safety of all of you, our Association members, your families, and those at the hotel facility. Our decision will be based with that in mind as priority #1.

CALAFCO UNIVERSITY

Under the leadership of *Martha Poyatos*, the format of the CALAFCO University is being revised. For the remainder of the year, we will be offering all CALAFCO U sessions virtually. We are currently planning a series of short online sessions including LAFCo 101 for staff, Clerk 101 (to include Public Records Requests and BOE info), and a LAFCo Primer for Commissioners. This series will be offered at no cost to all member LAFCo staff and commissioners, and will be recorded and placed online for on-demand access to our members. A number of other courses are also being planned, so keep an eye open for announcements coming soon.



CALAFCO LEGISLATIVE UPDATE

This has been a legislative year like no other given the pandemic. As we have been reporting, the Legislature went into recess to comply with the Governor's stay at home orders and was out for several months without bills moving. Upon return, both houses adopted revised calendars and cut

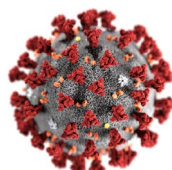
back their bill count significantly.

As you are all aware, the state is now grappling with a \$54 billion deficit and Legislators are having to make difficult decisions on how to close that deficit gap. One thing is certain – even if there is federal funding assistance, local governments throughout the state will be operating in fiscal crisis for several years to come.

As a result, the CALAFCO legislative priorities for the year have all but vanished. The LAFCo funding bill not be moving forward and our work with the Protest Provisions Rewrite Working Group has been put on pause. Staff hopes to reconvene that working group in late summer.

CALAFCO'S COVID-19 RESPONSE AND MEMBER SUPPORT

As all of you were forced to quickly pivot and revise the way you conduct business in March, so was CALAFCO staff. We have been working remotely since mid-March and monitor the office mail and voicemails. Both Pamela and Jeni continue to do everything as usual, just from home.



Seeing a need to support LAFCo staff as they navigated the difficult waters of caring for themselves, their commissions, and the public so that business would be seamless, CALAFCO began hosting weekly meetings for Executive Officers and another for Clerks. These meetings create a space in which LAFCo staff can discuss the unusual issues they are dealing with, share ideas and collectively develop solutions. Over three months later, the meetings are now transitioning to bi-weekly.

CALAFCO staff also issued a number of special bulletins to the full membership over the past several months, sharing critical information and resources as appropriate. In addition, we are sharing a variety of resources and educational opportunities from other resources on things like conducting virtual meetings, fiscal impacts of COVID, etc.

Seeing a need for remote meeting resources for our member LAFCos, CALAFCO offered our toll free conference calling system for you to conduct your meetings and in May purchased several Zoom licenses, one specifically for use by our member LAFCos to conduct your meetings virtually at no cost to you.

We hope you have found these resources useful and we will continue to work in providing you the support you need.

CALAFCO ADMINISTRATIVE UPDATE

We successfully migrated to a new email server at the end of February and are happy to report the transition was seamless and has resolved all of CALAFCO staff's email issues.



The CALAFCO website is being updated to enhance the library archives and member forms sections. So far over the past several months the following updates have occurred:

- ✓ CALAFCO University session archives are fully updated with all prior CALAFCO U session materials online
- ✓ Attorney General Opinions section is fully updated with all AG Opinions posted
- ✓ CALAFCO Directories have all been indexed, reorganized and updated
- ✓ In CALAFCO Publications, The Sphere section has been fully updated with a more usable indexing
- ✓ In the Resources section, all of the Useful Weblinks have been updated.

Future updates (some currently in progress) include a full update and re-indexing of the Forms Library and updating of the LAFCo litigation section.



CALAFCO BOARD OF DIRECTORS NOMINATION PERIOD OPEN

The nomination period for the 2020 CALAFCO Board of Directors election is open. Nominations are being accepted through 5:00 p.m. September 22, 2020. Nomination packets were emailed to all LAFCo EOs, are placed on the CALAFCO website, and hard copies will be mailed to each LAFCo office.



CALAFCO Associate Members' Corner

This section highlights our Associate Members. The information below is provided to CALAFCO by the Associate member upon joining the Association. All Associate member information can be found in the CALAFCO Member Directory.

Our last edition featured our Gold Associate Members. In our next several editions we will highlight our Silver Associate Members.

Berkson Associates **Berkson Associates**

provides clear, concise analysis for preparation of governance studies including district formation, consolidation and dissolutions. Extensive experience completing incorporation studies. Expertise also includes market analysis, public agency budget forecasting and demographic/housing analysis in support of MSRs. For more information, contact **Richard Berkson** at richard@berksonassociates.com. You can also visit their website at www.berksonassociates.com.



Santa Ynez Community Services District



SANTA YNEZ
COMMUNITY SERVICES DISTRICT

Founded in 1971, **the Santa Ynez Community Services District** provides wastewater collection and transportation and street lighting, serving approximately 688 wastewater connections. Effluent collected by the District is treated at the City of Solvang wastewater treatment plant. For more information about the District, visit their website at www.sycsd.com, or contact the Secretary/Treasurer **Wendy Berry** at wendy@sycsd.com.

Rosenow Spevacek Group, Inc.

RSG is a creatively charged counterpart to California public agencies. They work with the people responsible for vibrant places and propel them to their goals. Better Communities. Bolder futures. To learn more about them visit their website at www.webrsg.com or contact **Jim Simon** at jsimon@webrsg.com.



City of Fontana



City of Fontana is responsible for managing the City's annexation program, which includes coordinating annexation meetings, meeting with landowners and developers concerning the benefits of annexation, preparing Plans for Services, overseeing preparation of environmental documents pertaining to rezoning and annexation, and presenting them to the Planning Commission, City Council and LAFCo for review and consideration. In addition, oversee the preparation of out-of-agency service agreements for sewer and other municipal services. Visit them at www.fontana.org.

CALAFCO wishes to thank all of our Associate Members for your ongoing support and partnership. We look forward to continue highlighting you in future Quarterly Reports.

Mark Your Calendars For These Upcoming CALAFCO Events

- ❖ CALAFCO Legislative Committee meeting – July 17, 2020 via conference call
- ❖ CALAFCO Board of Directors meeting – July 24, 2020 – Location TBD



The full revised CALAFCO 2020 Calendar of Events can be found on the CALAFCO website. It is being updated regularly as events and meetings are cancelled or changed.

All CALAFCO Board and Legislative Committee meeting packets are available online at www.calafco.org.

Your CALAFCO Board and Staff wish all of you a safe and healthy summer. We continue to face both known and unknown challenges. As we do, keeping ourselves, our families, our work teams, and our communities healthy and safe remains a priority. Please, be well.





**Local Agency
Formation Commission
of Santa Clara County**
777 North First Street
Suite 410
San Jose, CA 95112
SantaClaraLAFCO.org

Commissioners
Rich Constantine
Susan Ellenberg
Sequoia Hall
Sergio Jimenez
Linda J. LeZotte
Mike Wasserman
Susan Vicklund Wilson

ITEM # 10

Alternate Commissioners
Cindy Chavez
Maya Esparza
Yoriko Kishimoto
Russ Melton
Terry Trumbull
Executive Officer
Neelima Palacherla

LAFCO MEETING: August 5, 2020
TO: LAFCO
**FROM: Neelima Palacherla, Executive Officer
Dunia Noel, Asst. Executive Officer
Lakshmi Rajagopalan, Analyst**
SUBJECT: EXECUTIVE OFFICER’S REPORT

10.1 PRESENTATIONS ON LAFCO

For Information Only.

On June 1, 2020, staff conducted a new commissioner orientation session for Commissioner Constantine which included information on the history of LAFCO, its State mandate, its policies, the role of commissioners and staff, the application review process, and major LAFCO activities.

On July 15, 2020, Executive Officer Palacherla met with Don Rocha, Director of Government Relations for the Santa Clara Valley Water District, to provide a brief presentation on LAFCO and discuss issues of mutual interest for the District and LAFCO.

10.2 INQUIRY FROM HOMEOWNER IN THE HOLIDAY LAKE ESTATES NEIGHBORHOOD ON SEWER CONNECTION

For Information Only.

In May 2020, LAFCO staff received an inquiry from a property owner in the unincorporated area of Holiday Lake Estates (Morgan Hill) regarding their interest in connecting their property to the City of Morgan Hill’s sewer system and abandoning their existing septic system. LAFCO staff spoke with the property owner and explained the applicable LAFCO policies and general process involved and directed the property owner to contact the County’s Department of Environmental Health (DEH) in order to request that they assess whether the situation presents a public health and safety threat.

On July 6, 2020, staff facilitated a discussion between the property owner and DEH staff to better understand the property owner’s concerns. DEH staff offered to visit the property to access the situation. The property owner indicated that they would

work directly with DEH staff to arrange a site visit and then consider next steps, as necessary.

10.3 UPDATE ON HIGH SPEED RAIL PROJECT

For Information Only.

Staff continues to monitor the California High Speed Rail Authority's (CHSRA) planning process for the High Speed Rail Project – San Jose to Merced Project Section, particularly as it relates to the selection of a preferred alternative train station location in the Gilroy area.

In March 2011, staff submitted a comment letter on the proposed East Gilroy Station Location and noted some of the significant areas of conflict between that proposed location and LAFCO policies; and encouraged CHSRA to consider alternative station locations that are more consistent with LAFCO policies, state law and other local/regional interjurisdictional goals, plans and policies. In November 2016, staff also met with CHSRA's Northern California Regional Director and reiterated these concerns.

In late April 2020, CHSRA released the Draft EIR/EIS for the High Speed Rail Project – San Jose to Merced Project. The preferred project alternative identified and analyzed in the Draft EIR/EIS includes two stations (San Jose Diridon and Downtown Gilroy) and a maintenance of way facility in South Gilroy. Of the three other project alternatives considered in the Draft EIR/EIS, only one includes the East of Gilroy Station location. LAFCO staff will continue to monitor the planning process for the proposed High Speed Rail Project, particularly as it relates to the San Jose to Merced Project Section.

10.4 SANTA CLARA COUNTY SPECIAL DISTRICTS ASSOCIATION MEETING

For Information Only.

On June 1, 2020, Commissioner Hall, Alternate Commissioner Kishimoto, and EO Palacherla attended the quarterly meeting of the Santa Clara County Special Districts Association (SDA) which was held by teleconference. Ms. Palacherla provided updates on the LAFCO budget for the upcoming fiscal year and other LAFCO activities.

Christine Rutherford, a representative for County Supervisor Ellenberg, provided a guest presentation on the County's pandemic response. Meeting attendees including various district staff and board members, a representative of the California Special Districts Association, and field staff for various state legislators provided reports and shared information on current projects or issues of interest.

The next meeting of the SDA is scheduled for September 14, 2020.

10.5 SANTA CLARA COUNTY ASSOCIATION OF PLANNING OFFICIALS MEETING

For Information Only.

EO Palacherla attended the July 8, 2020 meeting of the Santa Clara County Association of Planning Officials (SCCAPO) which was held by teleconference. The meeting focused primarily on a discussion of COVID-19 related operations in member agencies; and coordination efforts between SCCAPO, the Planning Collaborative – recently formed by the Cities Association to address housing and homelessness challenges, and the ABAG’s Regional Housing Needs Assessment (RHNA) process. Lastly, attendees provided updates on planning and development related issues in their individual jurisdictions.

10.6 INTER-JURISDICTIONAL GIS WORKING GROUP MEETING

For Information Only.

Analyst Rajagopalan attended the July 8, 2020 Inter-Jurisdictional GIS Working Group Meeting which was hosted virtually. This group includes various County departments that use and maintain GIS data, particularly LAFCO related data. The group discussed upcoming efforts to successfully move existing data to the new GIS coordinate system used by the County and its impact on GIS users within the County. Attendees also provided individual updates to the group on relevant GIS matters.