



Solano Local Agency Formation Commission

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DATE: October 18, 2021
TO: Local Agency Formation Commission
FROM: Personnel Committee
SUBJECT: Succession Planning and LAFCO Deputy Executive Officer Position

RECOMMENDATIONS:

RECEIVE Personnel Committee report on succession planning and LAFCO Deputy Executive Officer position

CONSIDER and APPROVE establishing LAFCO Deputy Executive Officer classification (Attachment #1)

APPROVE recruitment for vacant funded position

DISCUSSION:

At the October 1, 2021, Personnel Committee (Committee) meeting, the Committee requested that the creation of a Deputy Executive Officer (DEO) position be considered for several reasons: current LAFCO vacancy; final phase of succession planning; fully-develop the LAFCO career path; and job-growth opportunities, and job responsibility recognition.

Following is a discussion outlining the background and analysis of four critical issues leading to the recommendation of creating and recruiting for the Deputy Executive Officer position: 1. Operational challenges; 2. Proposed organizational structure; 3. Position classification and distinguishing characteristics and 4. Financial considerations.

Background:

In late 2018 the Commission started implementing a succession plan to address recruitment, retention, and job growth opportunities. The Commission approved four

new job classifications (LAFCO Tech; Analyst I; Analyst II; and Senior Analyst). The newly created Senior Analyst position daylighted job growth opportunities and hiring flexibility. The Commission also approved funding/filling the Analyst I/II position with a third employee (1 FTE).

In addition, the Personnel Committee considered establishing a DEO position in 2018/19 but decided that it was premature. However, given the recent Senior Analyst resignation and the subsequent need to recruit, the Committee recommended that it is time to consider establishing the DEO position for recruiting and succession planning.

Operational Challenges:

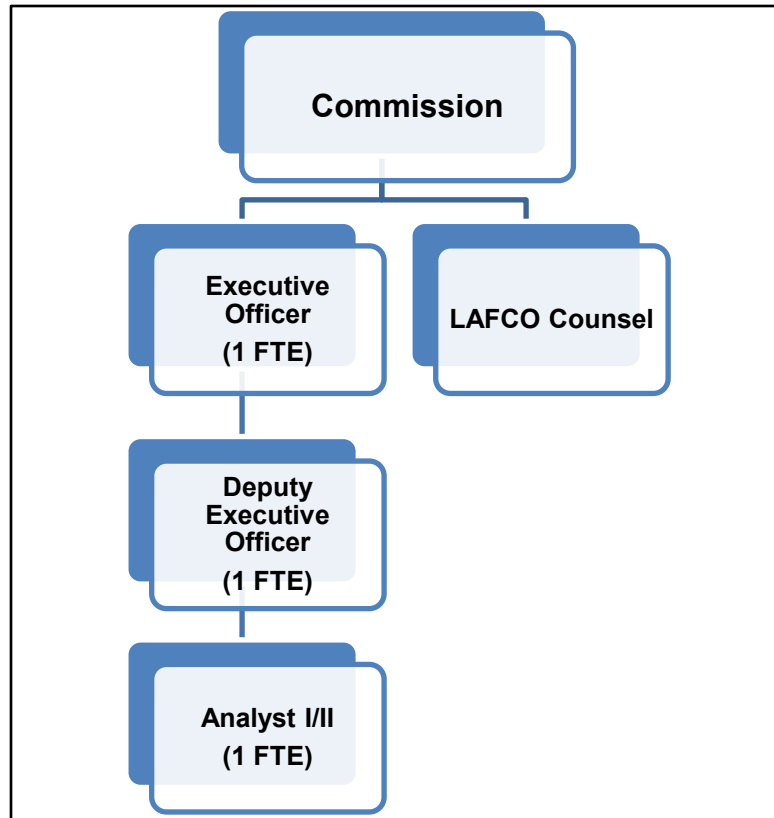
There are numerous operational and workload challenges faced by Solano LAFCO, including:

- Increasing flow of applications/projects. There were over 25 projects introduced in 2020/21. These projects included many high-profile and complex items:
 - ✓ Fire District Special Study and Reorganization
 - ✓ Suisun Logistics Center review
 - ✓ Out of Agency Service Extension for FSSD to Middle Green Valley
 - ✓ Levee and Reclamation District Municipal Service Review for all 24
 - ✓ Collaborative mapping project with County GIS
 - ✓ Launching the Solano Irrigation District Municipal Service Review
 - ✓ Launching of the Rural North Vacaville Water District Municipal Service Review which has escalated into a special study
 - ✓ Upcoming Sphere of Influence studies: City of Suisun; Fire Districts
 - ✓ Many annexation and detachment projects
- Raising the quality of our presentations and discussions by internally providing maps and statistics (ESRI) that profoundly improve the illustration of issues and solutions (i.e. Fire District reorganization). These tools were not available before through County GIS.
- As a regional agency, primarily responsible for our own administration and HR, including negotiations, benefits, etc. With the Senior Analyst resignation, we have lost our administration institutional knowledge.
- 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.

- Extended absences (due to health issues, vacation, and admin leave) thinned out an already lean-staffed regional agency.

Proposed Organization Chart (3 FTEs):

As discussed with the Personnel Committee, following is a proposed Solano LAFCO Organization Chart reflecting the creation and recruitment of a Deputy Executive Officer position.



This position is poised to ensure that Solano LAFCO meets the ongoing needs of the Solano County community and to ensure organization improvement. It also is positioned to address the succession planning issue upwards – the Executive Officer – that the recruitment of another Analyst does not address.

This proposed organization also provides a clear and motivating career path, Analyst to Executive Officer. Most importantly, this complete career path can be found residing in the same organization – Solano LAFCO. This helps alleviate the need to search outside of the

organization to find career growth opportunities. Additionally, in a lean-staffed agency, this helps to preserve institutional knowledge. Institutional knowledge is LAFCO “gold”.

LAFCO Job Classifications:

With the creation of the Deputy Executive Officer classification (Attachment #1), Solano LAFCO will have a career ladder that includes every rung: running the gamut from LAFCO Tech to Executive Officer. These job classifications provide flexibility if/when vacancies occur.

Following is a chart outlining by job classification title, the description, distinguishing characteristics, salary range, and funded FTEs:

(See next page for chart)

Title/\$ Range	Description	Distinguishing Characteristics Item 7C
Executive Officer (EO) 1.0 FTE ¹ <i>negotiated</i>	Under policy direction of the Commission. Plans, organizes, directs, and coordinates the activities of the LAFCO program; provides leadership, policy guidance, strategic direction and day-to-day management; fosters cooperative working relationships with the Commission, County, cities and special districts, the public and other entities; and other duties.	The LAFCO Executive Officer differs from the Deputy Executive Officer in that the LAFCO Executive Officer is responsible for all functions and activities of the LAFCO program. The Executive Officer takes policy direction from the Commission.
Deputy Executive Officer (DEO) 0.0 FTE \$110,510-\$134,327	Under general direction, assists the EO in carrying out the policies and directives; administers and supervises day-to-day activities, duties, and responsibilities of LAFCO programs; and performs other related duties as assigned. Performs complex professional work in support of LAFCO's statutory activities and on a variety of projects involving research, data collection and other related tasks. The DEO is the acting EO in the absence of the Executive Officer and has signature authority.	The DEO differs from the EO as the EO has the primary overall responsibility for all LAFCO functions and activities under policy direction from the Commission. The DEO is distinguished from the SA because it functions as the EO in the EO's absence and has signature authority.
Senior Analyst (SA) 0.0 FTE \$86,588-\$105,248	Under general direction of the EO/DEO and performs complex professional work in support of LAFCO's statutory activities and on a variety of projects involving research, data collection and other related tasks in support of Solano LAFCO; responsible for a variety of specialized studies involving data collection/analysis, report prep, and outreach.	This position is distinguished from the I/II position by the requirement of advanced professional experience. The SA performs complex analyses, research, and policy development and routinely makes presentations to the Commission and other public meetings. The SA exercises greater independence and judgment and has considerable latitude for the use of initiative and independent judgment.
Analyst II (AII) 1.0 FTE \$74,920-\$91,066	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.	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.
Analyst I (AI) 0.0 FTE \$64,235-\$78,666	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. This position may perform most of the duties required 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.	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 Tech (LT) 0.0 FTE Undetermined	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.	The LT position is responsible for providing administrative support requiring 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.

¹ Note: There are 3.0 FTEs budgeted and authorized. Only 2 FTEs are filled: EO and Analyst II.

Financial Considerations:

Financially, establishing this classification does not create an additional full-time employee. Salary for this position (\$110,510 - \$134,327) will be substantially covered by the existing budgeted amount for the funded Senior Analyst FTE. Salary difference between the Senior Analyst top-step and the Deputy Executive Officer initial step is \$5,262/year. The cost for benefits would be comparable to the existing position.

CONCLUSION:

Given the Commission's stated interest in Solano LAFCO's succession planning, budget considerations, and given the anticipated aggressive recruiting throughout California to replace expected retiree and vacant positions, it is requested that the Commission consider establishing a LAFCO Deputy Executive Officer classification and position.

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

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

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