



**San Diego County**  
**Local Agency Formation Commission**  
 Regional Service Planning | Subdivision of the State of California

**7C**

**AGENDA REPORT**  
 Business | Action

June 1, 2020

**TO:** Commissioners

**FROM:** Keene Simonds, Executive Officer

**SUBJECT:** **Review of Job Classes and Salary Ranges for Non-Management Positions | Proposed Revisions to the Executive Assistant Position and Establishment of the Commission Clerk Position and Other Related Actions**

**SUMMARY**

The San Diego County Local Agency Formation Commission (LAFCO) will receive a report on its scheduled review of job classes and salary ranges for active and budgeted non-management positions. The report has been prepared by the Executive Officer with assistance from the County of San Diego Human Resources Department and includes recommendations to revise the Executive Assistant position and transition certain duties to a new position of Commission Clerk with a separate salary range. It is also recommended the Commission approve an organizational chart to clarify reporting relationships. There are no new financial impacts associated with recommendations.

**BACKGROUND**

**Adopted Workplan | Review of Job Classes and Salary Ranges**

San Diego LAFCO’s current workplan was adopted at a noticed hearing held on April 3, 2019 and outlines over two dozen project goals for the fiscal year. This includes direction to the Executive Officer to prepare a review of job classifications and salary ranges for non-management positions and forward recommendations to the Commission as appropriate.

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The last review of job classes and salary ranges was reviewed by the Commission in August 2011 and did not result in any changes.<sup>1</sup>

### Active and Budgeted Positions

San Diego LAFCO’s job classifications have incrementally evolved and expanded over time and currently include 11 active positions. These active positions are divided between two staffing categories: professional support and administration support. Approved staffing for the current fiscal year includes six of 11 positions and through the budgeting of 8.0 fulltime equivalent employees (FTE). The current total budgeted salary and benefit costs associated with these positions is \$1.189 million. A summary of all active job classifications and their salary ranges paired with current budgeted positions follow.

Active and Budgeted Positions (Fiscal Year 2019-2020)				
Title	Minimum Annual Salary	Maximum Annual Salary	FTE Budgeted	FTE Filled
Executive Officer	131,684	233,563	1.00	1.00
Assistant Executive Officer	96,200	157,227	0.00	0.00
Local Government Analyst III	73,840	124,114	1.00	1.00
Local Government Analyst II	56,700	89,232	0.00	0.00
Local Government Analyst I	47,882	75,275	2.00	1.00
GIS Analyst	59,342	82,846	1.00	1.00
Executive Assistant	47,320	75,858	2.00	2.00
Administrative Assistant	44,533	74,880	1.00	1.00
Administrative Aide	39,021	61,898	0.00	0.00
Records Clerk	28,538	40,908	0.00	0.00
College Intern (Paid)			0.00	0.00
TOTAL			8.00	7.00

- \* All employees are “at-will” and serve at the discretion of the Executive Officer.
- \* The Executive Officer is delegated discretion under Commission policy to hire and/or advance employees within the salary range subject to budgeted resources. There are no merit steps.
- \* The Local Governmental Analyst III position is also identified as “Chief Policy Analyst”.
- \* The GIS Analyst position was established by the Commission in August 2018.

In June 2017, San Diego LAFCO approved across-the-board compensation adjustments to parallel new County of San Diego labor agreements. This includes increasing both ranges and wages for non-management positions by an annual average of 2.8% in each of the five subsequent fiscal years through 2021-2022. The adjustment to management (Executive Officer and Assistant Executive Officer) applies only to the position range.

<sup>1</sup> At its August 2011 meeting, the Commission received a report from the Executive Officer on potential changes to the Personnel Rules and specifically with respect to updating job classifications and associated salary ranges. The Commission expressed concerns regarding several assumptions and referred the topic for additional review to its Rules Committee and return as needed. The item did not return to the Commission.

## DISCUSSION

This item is for San Diego LAFCO to review a report from the Executive Officer evaluating current job classifications and salary ranges for active and budgeted non-management positions for purposes of ensuring an appropriate level of organizational alignment.<sup>2</sup> The report incorporates the separate results of a recent assessment performed by the County of San Diego Human Resources Department at the request of the Executive Officer. The report also focuses on comparable positions within the County and other similarly sized LAFCOs in the southern region. Additional discussion follows.

### Job Classifications

A review of active and budgeted non-management job classifications at San Diego LAFCO involved desk audits and employee interviews performed by County of San Diego Human Resources and subsequently discussed with the Executive Officer. This review shows current job classifications largely and appropriately align to current and expected duties. The review also shows baseline qualifications for these positions with regards to education and work experience also appropriately align to comparable positions with the County and similarly sized LAFCOs in the region. A pertinent exception to the overall alignment, however, involves the Executive Assistant job classification and its otherwise broad scope of duties. This includes the expectation in the job classification for the position for an incumbent to perform varied tasks that include – but not limited to – accounting, agenda preparation, document recordings, special district elections, and clerking meetings. This dynamic has resulted in the Executive Officer concurrently budgeting and filing no less than two FTE employees under this job classification over the last 10 years given need. The dynamic, though, has also created inefficiencies given the redundancy of no less than two employees rotating common duties instead of focusing on a more limited and manageable scope of tasks. It is therefore proposed the Commission revise the Executive Assistant position and transition certain duties into a new Commission Clerk position.

### Salary Ranges

A review of active and budgeted non-management job classifications at San Diego LAFCO show the associated salary ranges largely and favorably align with comparable positions within the County of San Diego as well as other similarly sized LAFCOs in the region. Comparable positions with the County were identified by County Human Resources based on their desk-audits of the current employees and in consultation with the Executive Officer. Additional details follow.

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<sup>2</sup> The Executive Officer limited the review to active and budgeted positions to maximize focus on existing resources.

**SD LAFCO Position: Local Government Analyst III**  
(Fiscal Year 2019-2020)

Agency	Equivalent Classification	Minimum Annual Salary	Maximum Annual Salary
<b>San Diego LAFCO</b>	<b>Local Government Analyst III</b>	<b>73,840</b>	<b>124,114</b>
County of San Diego	Principal Administrative Analyst	80,226	97,510
Los Angeles LAFCO	Government Analyst	60,000	105,000
Orange LAFCO	Policy Analyst II	78,836	98,455
Riverside LAFCO	Local Government Analyst III	59,908	86,769
San Bernardino LAFCO	Senior Analyst	78,702	106,787
Average		71,919	103,106

**SD LAFCO Position: Local Government Analyst I**  
(Fiscal Year 2019-2020)

Agency	Equivalent Classification	Minimum Annual Salary	Maximum Annual Salary
<b>San Diego LAFCO</b>	<b>Local Government Analyst I</b>	<b>47,882</b>	<b>75,275</b>
County of San Diego	Administrative Analyst I	54,184	65,874
Los Angeles LAFCO	Government Analyst	60,000	105,000
Orange LAFCO	Analyst I	71,669	89,505
Riverside LAFCO	Local Government Analyst I	47,795	67,374
San Bernardino LAFCO	LAFCO Analyst	59,592	80,912
Average		56,854	80,567

**SD LAFCO Position: GIS Analyst**  
(Fiscal Year 2019-2020)

Agency	Equivalent Classification	Minimum Annual Salary	Maximum Annual Salary
<b>San Diego LAFCO</b>	<b>GIS Analyst</b>	<b>59,342</b>	<b>82,846</b>
County of San Diego	GIS Analyst	54,746	74,214
Los Angeles LAFCO	GIS/Mapping Tech	58,000	70,150
Orange LAFCO	n/a	n/a	n/a
Riverside LAFCO	n/a	n/a	n/a
San Bernardino LAFCO	GIS/Database Analyst	59,592	80,912
Average		57,920	77,061

**SD LAFCO Position: Executive Assistant**  
(Fiscal Year 2019-2020)

Agency	Equivalent Classification	Minimum Annual Salary	Maximum Annual Salary
<b>San Diego LAFCO</b>	<b>Executive Assistant</b>	<b>47,320</b>	<b>75,858</b>
County of San Diego	Administrative Secretary III	48,942	59,509
Los Angeles LAFCO	Government Analyst – Clerk	60,000	105,000
Orange LAFCO	Office Manager – Clerk	61,061	76,257
Riverside LAFCO	Commission Coordinator	47,758	63,873
San Bernardino LAFCO	Clerk to the Commission	53,394	71,822
Average		53,079	75,387

SD LAFCO Position: Administration Assistant (Fiscal Year 2019-2020)			
Agency	Equivalent Classification	Minimum Annual Salary	Maximum Annual Salary
<b>San Diego LAFCO</b>	<b>Administration Assistant</b>	<b>44,533</b>	<b>74,880</b>
County of San Diego	Office Support Specialist	38,230	47,008
Los Angeles LAFCO	Office Assistant	30,000	55,000
Orange LAFCO	n/a	n/a	n/a
Riverside LAFCO	Assistant III	30,664	44,258
San Bernardino LAFCO	Administrative Assistant	44,699	59,800
Average		37,625	56,189

**ANALYSIS**

Periodic reviews of job classes and salary ranges are an integral function of local government to help ensure appropriate alignment exists between the agency and its employees. This review of San Diego LAFCO’s job classes and salary ranges for active and budgeted non-management positions is the first in almost 10 years with largely affirming results. Specifically, and with one notable exception, the current job classifications remain reflective of existing and desired workflow conditions and paired with salary ranges that favorably compare to similar positions in the County of San Diego and other LAFCOs in the region. The exception is detailed in the preceding section and involves the merited revision of the Executive Assistant position to transition certain duties into a new Commission Clerk position. This revision and new job classification will allow both positions to focus on more narrow and manageable tasks and in doing so allow for greater expertise to develop. The Commission Clerk position would also assume direct supervisory responsibility over subordinate staff and a slightly higher salary range of 5.0% is merited over the Executive Assistant position. The distinguishing features of the revised Executive Assistant and new Commission Clerk positions follows and further detailed as Attachments One and Two.

Executive Assistant	Commission Clerk
Admin Support for Executive Officer	Clerk Commission Meetings
Time Entry and Payroll	Records Custodian
Alternating Accounts P/R	Agenda Publications
Annual Audit	Public Notices
Clerk-Recording Filings	Special District Elections
Liaison with County HR	Close Proposals
Clerk Advisory Committees	Public Records Requests
	Directly Supervises Admin Assistant

Should the Commission approve the above-described changes, the Executive Officer would promote one of the two current Executive Assistants to the Commission Clerk position. The Executive Officer would also fill the Commission Clerk position within budgeted resources adopted by the Commission for salaries/benefits as part of the 2020-2021 budget and avoid any new financial impacts. These recommended changes have been discussed with both incumbent Executive Assistants and no objections have been raised.

An organizational chart showing the proposed changes described above as well as other reporting features is also provided as Attachment Three. The organizational chart delineates a traditional hierarchal structure and syncs with the Commission's existing policy distinctions between professional and administrative support staff. Formal approval of the organizational chart is merited to illustrate reporting within the organization and provide the public clear lines of responsibility and accountability up and to the Commission.

## **RECOMMENDATION**

It is recommended San Diego LAFCO approve the changes to its adopted Rules to revise the Executive Assistant position and establish a new position of Commission Clerk along with related actions. This recommendation is consistent with taking the actions identified in the proceeding section as Alternate One.

## **ALTERNATIVES FOR ACTION**

The following alternatives are available to San Diego LAFCO through a single motion:

### Alternative One (recommended):

- (a) Revise the Executive Assistant position under Rules Article VI as shown in Attachment One effective July 1, 2020 with authorization to the Executive Officer to make corrective and non-substantive changes as needed.
- (b) Establish the Commission Clerk position under Rules Article VI as shown in Attachment Two effective July 1, 2020 with authorization to the Executive Officer to make corrective and non-substantive changes as needed.
- (c) Establish a salary range for the Commission Clerk position at \$49,686 to \$79,651 and authorize eligibility for preapproved wage increases and lump sum payments beginning in 2020-2021 consistent with Commission's approvals on June 5, 2017.
- (d) Authorize the Executive Officer to update the budgeted staffing schedule in 2020-2021 to reflect the following changes:
  - Reduce Executive Assistant from 2.0 to 1.0 FTE
  - Add Commission Clerk at 1.0 FTE
- (e) Approve the organizational chart shown as Attachment Three.

### Alternative Two:

Continue consideration of the item to its next regular meeting scheduled for August 3, 2020 and provide direction to the Executive Officer as needed.

### Alternative Three:

No action.

## PROCEDURES FOR CONSIDERATION

This item has been placed on San Diego LAFCO's agenda for action as part of the business calendar. The following procedures are recommended in the consideration of this item:

- 1) Receive verbal presentation from staff unless waived.
- 2) Commission discussion.
- 3) Consideration of the staff recommendation.

Respectfully,



Keene Simonds  
Executive Officer

Attachments:

- 1) Proposed Revisions to the Executive Assistant Job Classification
- 2) Proposed Commission Clerk Job Classification
- 3) Proposed Organizational Chart

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**LOCAL AGENCY FORMATION COMMISSION  
SAN DIEGO COUNTY**

**POSITION SPECIFICATION**

**ADMINISTRATIVE ASSISTANT  
(Executive Assistant ~~Support~~)**

Definition

With limited direction, to serve as ~~clerk to the Commission and~~ confidential assistant to the Commission's Executive Officer; to perform support staff level work for the Executive Officer and to assist with administrative and other non-routine duties; to perform related work as required.

Typical Tasks

Oversees the Executive Officer's calendar and functions as the liaison between the Executive Officer and the general public; attends meetings with the Executive Officer and other LAFCO staff and takes and transcribes meeting notes.

Works with the Executive Officer in scheduling meetings of the Cities and Special Districts Advisory Committees and Pprepares related agenda materials; takes and transcribes minutes of meetings of the ~~Commission and~~ Special Districts and Cities Advisory Committees; notifies Committee participants; ensures Committee information is compiled and posted; reserves meeting rooms; arranges for Committee food and beverages as appropriate; arranges for special meetings; composes answers to routine correspondence.

Assists the Executive Officer in managing LAFCO finances and ensures timely payments; Mmakes deposits; transfers monies as needed between LAFCO accounts; processes claims, warrants, and travel requests; orders supplies; responsible for payroll and related matters; maintains financial records – including receipts – and assists Executive Officer in preparation of budget.

;-rResponsible for official filings including, but not limited to County Recorder, State Board of Equalization, and County Assessor.

Composes, prepares, and proofreads confidential correspondence, reports, and other complex documents.

Assists the Executive Officer in managing human resources; interfaces with County of San Diego Human Resources as needed; and maintains confidential personnel files.

Other tasks include: performing general support staff and secretarial duties; screening and routing incoming correspondence; typing correspondence and reports; answering telephone and taking messages; maintaining files; retrieving and gathering information to

assist staff members; meeting the public to answer inquiries or complaints regarding procedures; supervising subordinate support staff, such as the Records Clerk.

### Distinguishing Characteristics

Provide direct staff support to the Executive Officer. Organize own work, coordinate projects, set priorities, and meet deadlines in fulfilling typical tasks ~~Incumbents in this class take shorthand or speed writing notes, transcribe dictation and perform secretarial duties. As Commission clerk and assistant to the Executive Officer, this position also involves considerable public relations and duties requiring discretion, judgment and confidentiality. Directly report to the Executive Officer.~~

### Minimum Qualifications

#### Thorough Knowledge of:

- A wide variety of word processing layouts and formats.
- Filing systems, including alphabetical, chronological, numerical, subject area, and tickler.
- Record keeping and clerical monitoring procedures.
- Business English including spelling, punctuation, grammar, capitalization, and word usage.
- The operation and uses of common office equipment including office computers, typewriters, calculators, copiers, and dictaphone machines.
- Modern office procedures and practices.

#### Skills to:

- Possess strong interpersonal and public relation skills.
- Deal effectively and diplomatically with administrators, officials, and other individuals who transact business with the Executive Officer.
- Take and transcribe dictation accurately.
- Possess relevant office/computer skills to use a variety of equipment such as computers, copy machines and software programs (i.e. Microsoft Office).
- ~~Office computer proficiency which demonstrates the ability to type with speed and accuracy.~~
- Read, understand, follow, and explain policy and procedure.
- Compile and summarize statistical, financial, and other data.
- Compose routine correspondence and reports.
- Make arithmetic calculations.
- Maintain confidentiality.

#### Education/Experience:

- Education which clearly demonstrates possession of the knowledge and skills listed above.

- At least three years of clerical-relevant experience, two years of which must have been at a comparable level to the administrative assistant position as determined by the Executive Officer. ~~Five years of secretarial or stenographic experience will count towards the minimum experience level required for this position.~~

#### Special Requirements:

##### Certificates:

- ~~Original unaltered certificates must be attached to the application. Certificates must be no more than two years old.~~

##### Typing and Word Processing:

- ~~Knowledge of Word, Excel, Access, PowerPoint, or other similar computer programs.~~
- ~~Typing at least 60 net WPM with a maximum of 5 errors. The typing test must be for at least 5 minutes with 10 gross words penalty for each error (in accordance with International Typing Contest Rules), and the certificate must state the gross words per minute attained and the number of errors.~~

##### Shorthand or Speed writing:

- ~~At least 90 WPM with 97% accuracy for 2 or 3 minute~~

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**LOCAL AGENCY FORMATION COMMISSION  
SAN DIEGO COUNTY**

**POSITION SPECIFICATION**

**COMMISSION CLERK**

Definition

With limited direction, to serve as clerk to the Commission and assist the Executive Officer in managing Commission meetings and all records therein; to perform support staff level work for the Executive Officer and to assist with administrative and other non-routine duties; to perform related work as required.

Typical Tasks

Works with the Executive Officer to schedule all Commission meetings and any standing or ad hoc committees therein; prepares related agenda materials; takes related official meeting minutes; notifies participants; reserves meeting rooms; ensures Commission meeting information is compiled and posted; arranges for Commission food and beverages as appropriate.

Prepare, post, and distribute public hearing notices of the Commission; prepare, publish, and distribute other legal notices in accordance with State of California, County of San Diego, and LAFCO requirements.

Receive, process, and monitor economic interest statements and election process for elected and appointed officials and employees.

Receive and coordinate responses pursuant to the State's Public Records Act.

Coordinate and oversee elections on behalf of the Special Districts Selection Committee; certify election results.

Coordinate with the Executive Officer and designated staff to file and/or record approved and completed jurisdictional changes with the County Clerk-Recorder's Office and State Board of Equalization.

Create, organize, and maintain official records of the Commission – including – but not limited to – applicant proposals, Commission meeting minutes, adopted resolutions,

adopted policies and procedures, public records requests and response, and official correspondence.

Serve as direct supervisor to the Administrative Assistant and manage and delegate tasks accordingly.

Other tasks include: performing general support staff duties; screening and routing incoming correspondence; typing correspondence and reports; answering telephone and taking messages; maintaining files; retrieving and gathering information to assist staff members; meeting the public to answer inquiries or complaints regarding procedures.

### Distinguishing Characteristics

Serve as Commission Clerk as provided under LAFCO law. Organize own work, coordinate projects, set priorities, and meet critical deadlines in fulfilling typical tasks. Report directly to the Executive Officer

### Minimum Qualifications

#### Thorough Knowledge of:

- General role of local government and basic responsibilities and duties of LAFCO.
- A wide variety of word processing layouts and formats
- Filing systems, including alphabetical, chronological, numerical, subject area, and tickler.
- Record keeping and clerical monitoring procedures.
- Business English including spelling, punctuation, grammar, capitalization, and word usage.
- The operation and uses of common office equipment including office computers, typewriters, calculators, copiers, and dictaphone machines.
- Modern office procedures and practices.

#### Skills to:

- Possess strong interpersonal and public relations skills.
- Deal effectively and diplomatically with administrators, officials, and other individuals who transact business with the Executive Officer.
- Independently review and interpret relevant statutes.
- Take and transcribe dictation accurately.
- Possess relevant office/computer skills to use a variety of equipment such as computers, copy machines and software programs (i.e. Microsoft Office).
- Read, understand, follow, and explain policy and procedure.
- Compile and summarize statistical, financial, and other data.
- Compose routine correspondence and reports.
- Make arithmetic calculations.

- Maintain confidentiality.

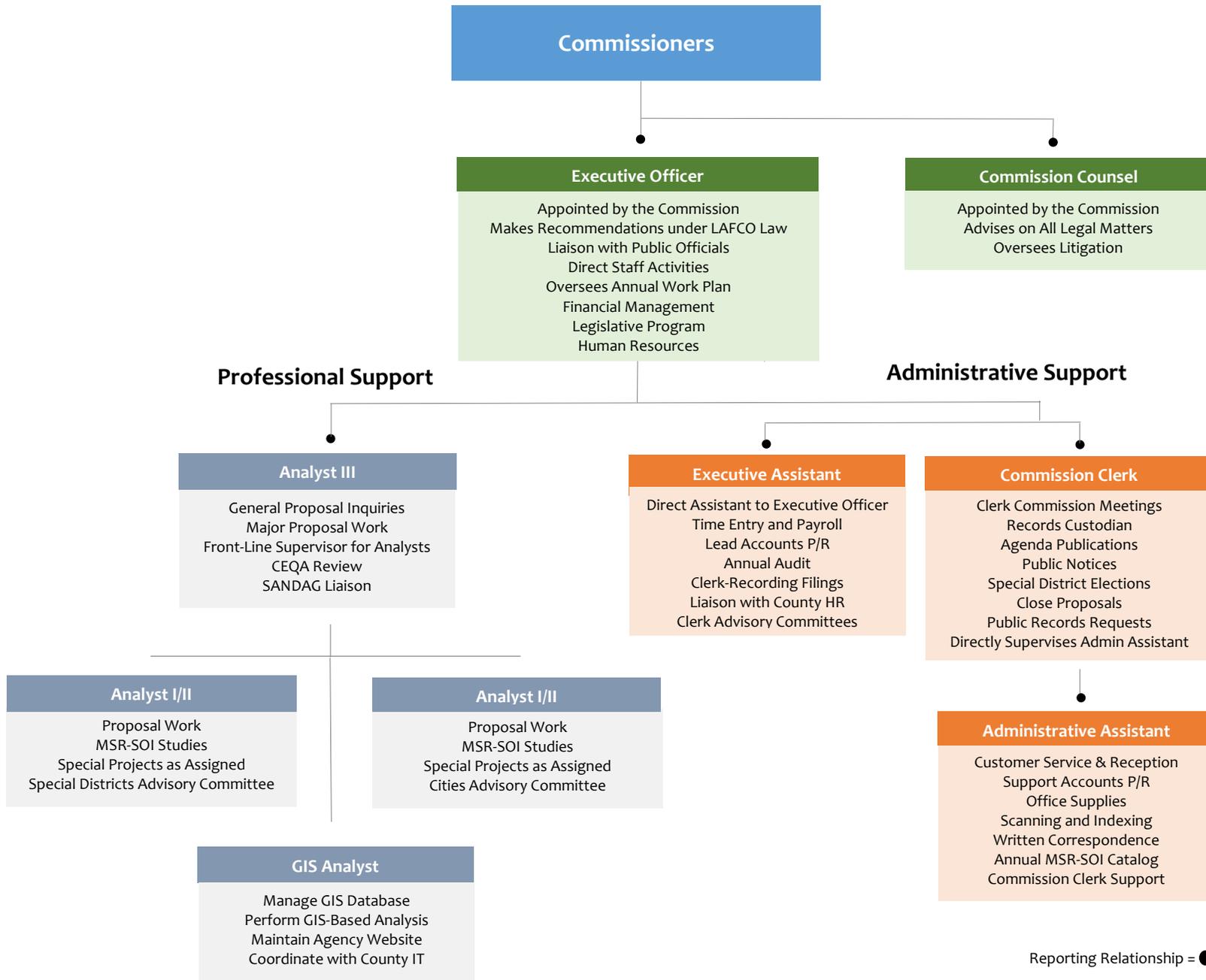
Education/Experience:

- At least four years of relevant experience, two years of which must have been at a comparable level to the executive assistant or administrative assistant position as determined by the Executive Officer.
- Completion of no less than 60 units from an accredited college or university may be substituted for two years of relevant experience as described above.
- Graduation from an accredited four-year college or university within emphasis in administration, business, or other related fields may be substituted for all four years of the relevant experience as described above.

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# San Diego County Local Agency Formation Commission

## Organizational Chart for FY2020-2021



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