

LAFCO

Santa Barbara Local Agency Formation Commission

105 East Anapamu Street ♦ Santa Barbara CA 93101

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February 3, 2022 (Agenda)

Local Agency Formation Commission
105 East Anapamu Street
Santa Barbara CA 93101

**Adopt LAFCO Job Descriptions, authorize the recruitment for an Analyst position,
and set a preliminary Budget for FY 22-23**

Dear Members of the Commission:

RECOMMENDATION:

It is recommended that the Commission adopt the LAFCO Job Descriptions, authorize the Executive Officer to begin the recruitment for an Analyst position, and set a preliminary Budget for Fiscal Year 22-23.

DISCUSSION:

The Commission gave direction, at your January 6, 2022 meeting, to bring the matter back regarding Staffing Option 2. This direction includes job descriptions outlining the roles, costs options models and justification analysis, actionable agenda for hiring of Analyst as a LAFCO employee, greater discussion concerning Clerk needs and opportunities, and a preliminary Budget for Fiscal Year 22-23.

Included in Attachment A are Job Descriptions for the Executive Officer, the Analyst, and the Clerk. Attachment B includes a Job Announcement to fill an Analyst Position. Attachment C provides a preliminary Budget for FY 22-23.

Job Descriptions – The attached Job Descriptions outline the roles and responsibilities of the three positions. The Executive Officer is responsible for all operational matters for the Organization. This includes the list of primary duties, as

Commissioners: Roger Aceves ♦ Cynthia Allen ♦ Jay Freeman ♦ Craig Geyer ♦ Joan Hartmann, Vice-Chair ♦ Steve Lavagnino
♦ Jim Richardson ♦ Holly Sierra ♦ Shane Stark, Chair ♦ Etta Waterfield ♦ Das Williams **Executive Officer:** Mike Prater

outlined in the description, and when necessary to fulfill any tasks listed in any other job duties. The Analyst responsibilities are to provide support under the general direction of the Executive Officer. This may include analysis, research, report writing on proposals, jurisdictional changes, municipal service reviews, sphere of influence, and any other matters that are within the authority of the Cortese-Knox-Hertzberg Local Government Reorganization Act. The Clerk operates under a Contract with the Commission to provide administrative support with the primary role of preparation of agendas for public meetings, clerking the meetings and preparing minutes. In addition, the support services for records and website management fall with the COB Contract. When necessary or available the COB provides some accounting and payroll services, however the primary role is that of the Executive Officer.

Job Announcement Flyer – The attached Job Flyer is provided for the Commissions review. The announcement would be circulated with CALAFCO, posted on our website, and with other online recruitment sites such as Indeed, Zip Recruiter, and an advertisement placed in the local paper. The deadline for letters of interest and resumes would end on March 31, 2022. Interviews would take place in April 2022.

Cost Options and Analysis Comparison – The following Cost Options and justification analysis compares consulting services versus employee model for services. The following is an example for consultant costs associated with developing a similar Water and Wastewater MSR report from 2020. A report, from another LAFCO, covered 14 agencies and took approximately two years to complete at a cost of \$170,000. A ball park cost for Santa Barbara LAFCO to develop a similar report consistent with our Public Safety MSR outline is estimated between the range of \$175,000 and \$225,000 utilizing a consulting service model or RFP process.

The Executive Officer requested estimated costs from local consulting firms to perform staffing services related to either municipal service reviews or analyst services, but not both. Estimates ranged from \$90 per hour to \$175 per hour. It is estimated that it may have taken a consultant approximately 300 hours to complete the 10 applications processed in 2021. Many of these applications were fairly routine and more complex proposals would require additional hours to process. I will note that some local firms expressed reservations, due to the potential of conflicts with other services provided by their companies.

Executive Officer estimates percentage of workload for 2021 and anticipated 2022 as:

	<u>2021</u>	<u>2022</u>
Administration	30%	25%
Reports & Proposals	60%	96%
Public & Agency relations	15%	10%
Other Duties	5%	5%

An estimated 1,400 hours were dedicated to writing the public safety sphere and service report and the processing of 10 applications within the last year. This equals approximately 60% of staff's time. The 2022 estimate is approximately 2,000 hours to complete the water and sewer sphere and service review. Additional time related to applications would be required based on the complexity of each submittal. An estimate of 1,000 hours would likely be necessary based on the applications identified in the 2022 Work Plan. A comparison of SBLAFCO's workload over the past 6-years shows a variety of applications ranging from 3-6 applications per year. Bearing in mind one (1) Formation were part of the applications during each year with the exception of 2019 and no MSR's were completed during the six-year period.

Under an employee model, an Analyst, would serve as support staff assisting to complete all functions from MSR writing, proposal analysis, to meeting applicable Clerking needs identified below. The benefit of an employee model is greater dedication to LAFCO's mission and understanding of its goals and policies related to local circumstances is achieved. A staffing model creates a supporting role for other work-related matters that can be assigned, as necessary, to complete the task in a timely manner. The estimated overhead rate of an Analyst ranges from \$40 to \$50 per hours.

A contract model is subject to Assembly Bill 5 (Worker Status) that requires a 3-part test, commonly known as the "ABC" test, to establish that a worker is an independent contractor. Under a contract model a singular function would be met, because of Assembly Bill 5. This is to say a supporting role in both MSR writing, application analysis, and other assigned duties would not meet the ABC test. Under Commission direction an RFP could be released for interested parties to provide MSR services.

Clerk Needs and Opportunities – The Clerk of the Board provides the following services to LAFCO under a contractual agreement with the Commission. These services include clerking services for all regular and special meetings of the

Commission, including publishing and posting agendas and other public notices, preparation of minutes, and any other necessary and proper duties related to clerking such meetings. The Clerk also receives application filings and processes all deposit fees. The Optional Services under the contract include website management, posting of agendas, staff reports, and all materials viewed on the website, and all records retention and management subject to oversight of the Executive Officer. Additional support services include all recordation of public document related to post approvals with the appropriate agencies, some general support in areas of purchasing and payroll, interactions with the County Auditor-Controller's Office, County Treasurer-Tax Collector, and County Surveyor's Office. It's worthy of mentioning that a high level of professionalism and service continues to be provided by Clerk of the Board personnel.

At our January 6, 2022 meeting the Clerk raised the need for an additional position to continue to meet the growing demand for LAFCO services. These services could assist in post meeting follow-up requirements, accounting, and records keeping services. Efforts to address the rising demand and needs could be filled through an Extra Help position within the Clerk's Office that would not be subject to benefits or promotional opportunities. LAFCO could offer an Internship Program that may be used for additional needs. A greater workload due to higher volume of applications and the need for post approval follow-up continues to present a need for support services. Much of the follow-up is time sensitive and having devoted personnel available to meet these demands will save LAFCO from missing any statutory deadlines.

Preliminary Budget for FY 22-23 – The attached preliminary Budget for FY 22-23 includes an added full-time Analyst position at an entry level, which increases the overall expenditures/appropriations to \$580,322. This is an increase of \$124,832 from the adopted FY 21-22 Budget. Of this amount an increase of \$20,327 relates to Commission Stipend and Executive Officer salary increases previously authorized in 2021. An increase of \$105,000 specifically relates to the addition of the Analyst position. An increase would be necessary if a Senior Level position was offered.

Attachments:

Attachment A: Job Descriptions for Executive Officer, Analyst, & Clerk

Attachment B: Job Announcement for Analyst Position

Attachment C: Preliminary Budget for FY 22-23

Please contact the LAFCO office if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Prater", with a horizontal line extending to the right.

Mike Prater
Executive Officer

LAFCO EXECUTIVE OFFICER

Job Summary:

Provides, within the scope of the Government Code, overall management and implementation of the activities of the Local Agency Formation Commission (LAFCO). Supervision and direction of LAFCO staff. The Executive Officer reports directly to the Commission. LAFCO is mandated to ensure the logical formation and determination of local agency boundaries, promoting orderly development, and discouraging urban sprawl with appropriate consideration to preserving agricultural and open space lands.

Duties and Responsibilities:

- A. Preparing staff analyses, reports, proposed findings, recommendations and other agenda materials for the LAFCO Commission relating to boundary proposals, contracts for provision of new or extended services outside city or district jurisdictional boundaries, sphere of influence amendments, review of sphere of influence designations, municipal services inventories, and other matters that are within the Commission's authority under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, Government Code Section 56000 et seq. (hereinafter the "Act").
- B. Calling and noticing Commission meetings in accordance with the Act and LAFCO policies and procedures.
- C. Preparing, mailing, filing, publishing and keeping records of agendas, notices and other required official documents on behalf of the LAFCO Commission.
- D. Responding to inquiries and providing information and technical assistance to interested public agencies and individuals to effectively promote the Commission's goals and objectives.
- E. Assuring open and clear communication with local agencies, land owners and the general public in order to maximize effective collaboration and cooperation.
- F. Providing supporting fiscal services such as development of the annual LAFCO budget, management of LAFCO financial accounts including the processing of LAFCO fees and charges, the processing of payment of Commission charges and expenses, and the preparation of required fiscal reports.
- G. Informing LAFCO Commissioners of new legislation, correspondence with the Commission, CALAFCO activities, current events and matters of interest related to LAFCO.

Education, Experience and Knowledge:

Graduation from an accredited college or university with a degree in Public or Business Administration, Public Policy, Economics, Planning, Political Science or a closely related field plus a minimum of three years of experience with LAFCO, City or County management, or closely related field, or equivalent private sector experience. A Master's Degree in one of the fields listed above is desirable. Must have an understanding of public finance, public infrastructure planning, environmental laws and local government structure. Expertise in budget analysis, preparation and management is required.

Thorough ability to prepare and present comprehensive written reports and recommendations concerning a variety of difficult problems involving proposed changes in organization of local government units and make oral presentations; earn the confidence and cooperation of government officials, the Local Agency Formation Commission, and the public; communicate effectively orally and in writing; and supervise staff.

Specific Skills:

Requires in-depth analytical thinking and capability to solve complex, multi-layered issues. Must have excellent public speaking, oral and written skills, as well as excellent political judgement.

Requires good computer skills, i.e. spreadsheets, word-processing, presentation, communication, and internet software.

Feb 2022

LAFCO ANALYST

Job Summary:

Under the general direction of the Executive Officer, provide project support in the area of research, writing, and applicant interface for the State mandated program of the Local Agency Formation Commission (LAFCO). LAFCO is mandated to ensure the logical formation and determination of local agency boundaries, promoting orderly development, and discouraging urban sprawl with appropriate consideration to preserving agricultural and open space lands.

Duties and Responsibilities:

Provide overall project planning, analysis, proposal recommendations and management on routine jurisdictional changes, complex reorganizations, LAFCO initiated consolidations of special districts, incorporation of cities, and other changes to agencies as allowed in State law.

Prepare analyses and present project reports with related recommendations on proposed jurisdictional changes.

Assist in the development of municipal service reviews and spheres of influence for all public agencies under the purview of LAFCO

Participate in community outreach meetings with residents of unincorporated communities, cities, and/or special districts, and developers for the purpose of analyzing the fiscal, environmental, and service effects of organizational changes.

Education, Experience and Knowledge:

Bachelor's Degree in Public Policy, Planning, Political Science, or related field, plus at least three years' experience working in California local government. LAFCO experience is highly desirable. Must be familiar with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 and be knowledgeable of the California Environmental Quality Act (CEQA). Must have an understanding of urban planning theory and techniques, public finance, public infrastructure planning, and local government. Should have experience in handling jurisdictional consolidations, reorganizations, and their resultant financing and tax issues.

Specific Skills:

Requires strong analytical thinking and capability to solve complex, multi-layered problems. Must have excellent public speaking, oral and written skills as well as excellent political judgement. Proficiency in GIS and mapping systems is a plus.

Requires good computer skills, i.e. spreadsheets, word-processing, database, presentation, communication and Internet software.

COMMISSION CLERK

Job Summary:

Under the general direction of the Executive Officer, provide overall office administration and accounting support for the Local Agency Formation Commission to maintain efficiency in everyday business.

Duties and Responsibilities:

Provide administrative/clerical support to the Executive Officer and the Local Agency Formation Commission. Is responsible for record maintenance, minute preparation and administrative correspondence. Assists the Executive Officer in budget preparation and contract administration.

Is responsible for preparation of public notices, timely posting of legal notices, recordation of public documents and filings with appropriate State agencies. Maintains mailing lists and prepares agendas for public meetings. Assists other staff in project report preparation.

Provide overall administrative and general clerical support in areas of purchasing, equipment maintenance and payroll.

Under general supervision of the Executive Officer, performs accounting duties to include: accounts payable and receivable, revenue tracking and deposit, trust account management and payroll.

Interact with the County Auditor-Controller's Office, County Treasurer-Tax Collector, and Bank for the purpose of account management.

Maintain the Commission's Website.

Education, Experience and Knowledge:

High School education or equivalent is required, plus at least five years of progressive experience in an administrative capacity to include 3-5 years' experience in book-keeping or accounting. Two years of college may be substituted for two years of experience. Must have significant experience in general office operations. Experience working in a local government environment, including serving a clerk to a board or commission, would be highly desirable.

Specific Skills:

Must have the ability to exercise independent judgement within agreed upon limitations, make administrative decisions and takes action on behalf of the Executive Officer based upon knowledge of the Commission's organization, policies and personnel. Must have excellent oral and written skills. Website maintenance skills are recommended.

Requires good organizational and computer skills, i.e. spreadsheets, word-processing, presentation, communication and Internet software.

SANTA BARBARA LOCAL AGENCY FORMATION COMMISSION
Recruitment for LAFCO Analyst

The Santa Barbara Local Agency Formation Commission (LAFCO) is seeking a skilled and motivated individual to serve as a LAFCO Analyst. This person will work closely with the Executive Officer to perform a variety of technical and professional services. Under state law, LAFCOs are to ensure the logical formation of Special Districts and Cities and determine local government agency boundaries. This can affect growth and development patterns, delivery of urban services, and agricultural and open space lands within Santa Barbara County. The Commission makes decisions regarding annexations, spheres of influence and other LAFCO actions described in the Cortese-Knox-Hertzberg Act of 2000. The 11-member Commission consists of representatives from the Board of Supervisors (2), City Councils (2), Special Districts (2) and one public member, with each having an alternate member (4). The salary range is \$5,900 - \$7,100/month, depending on qualifications. Employee benefits are provided through Santa Barbara LAFCO and include Health Benefits, Sick and Vacation time, and enrollment in the Santa Barbara County Employees' Retirement System. This position reports directly to the LAFCO Executive Officer.

Skills and Abilities for this position:

- Performing data and information collection, making accurate statistical and/or mathematical computations, and interpreting and evaluating facts pertaining to administrative, fiscal, land use, public services and organizational matters.
- Understanding, researching, analyzing and interpreting complex policies, procedures, ordinances, federal, state, and local statutes and regulations.
- Planning, scheduling, prioritizing and organizing workload, coordinating work with other employees, meeting deadlines and balancing multiple priorities.
- Communicating clearly and effectively, both orally and in writing, to boards, commissions and other groups. Preparing maps and graphics for reports and presentations.
- Preparing and maintaining clear, concise, and complete records, reports, surveys and recommendations.
- Establishing and maintaining cooperative working relationships with staff, agencies, the private sector, and the public.
- Exercising judgment and discretion with confidential and sensitive matters.

Education and Experience:

- Two years of experience in local government, land use planning, geographic information systems and the California Environmental Quality Act is desirable.
- Graduation with a Bachelor's Degree from an accredited college or university with major course work in public or business administration, government, finance, economics, land use planning, public policy, urban studies, political science or a closely related field.
- A valid California Driver's License is required.

To apply please submit a letter of interest, a resume with references, and a brief writing sample on a LAFCO related topic no later than March 31, 2022 to Santa Barbara LAFCO, 105 E. Anapamu Street Rm 407, Santa Barbara, CA 93101 or the application may be e-mailed to lafco@sblafco.org. Interviews will be conducted in April 2022.

SANTA BARBARA LOCAL AGENCY FORMATION COMMISSION
Operating Fund #5320, Santa Barbara LAFCO, Department # 815

Preliminary 2022-2023 BUDGET - February 3, 2022

Preliminary 2/3/2022

Account Name and Number	2021-22 Final Budget	As of 1/24/22	Projected Year-End	2022-23 Proposed Budget	Inc/Dec	% Inc/Dec
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REVENUES

Interest Income - 3380	4,000	238	4,000	4,000	0	0%
Unrealized Gain/Loss - 3381	0	37	37	0	0	0%
Other Gov't Agencies - 4840	437,690	386,299	426,064	551,322	113,632	26%
Planning Studies Service - 5738	13,800	10,055	16,055	25,000	11,200	81%
Misc. Revenue - 5909	0	0	0	0	0	0%
Total Revenues	455,490	396,629	446,156	580,322	124,832	27%

EXPENDITURES

Salaries and Benefits

Commissioner Stipends - 6210	15,000	15,574	20,163	22,000	7,000	47%
Regular Salary - 6100	161,034	96,526	133,333	251,782	90,748	56%
FICA Contribution - 6500	10,914	6,650	11,300	6,845	-4,069	-37%
FICA/Medicare - 6550	2,535	1,550	2,650	3,942	1,407	56%
Retirement-Employer Contribution - 6400	11,961	9,050	11,961	19,568	7,607	64%
Retirement - Employee Contribution - 5771	11,961	9,050	11,961	19,568	7,607	64%
Unemployment Insurance - 6700	5,193	2,000	3,500	3,285	-1,908	-37%
Fed Unemploy Tax-Employer Cont - 6700	504	84	550	300	-204	-40%
Fixed Costs (\$):						
Health Plan/Contribution - 6600	11,000	8,700	14,778	22,000	11,000	0%
Life/Disability Insurance - 6610	5,200	1,730	2,965	3,000	-2,200	0%
Def Comp - EO Employer - 6100	4,200	2,430	4,168	4,200	0	0%
Phone/Cash Allowance - 7811	2,400	1,382	2,280	2,750	350	0%
Auto Allowance - 7326	7,000	4,000	7,000	7,000	0	0%
Total Salaries and Benefits	229,334	158,726	226,609	346,672	117,338	51%

STAFF SUPPORT

Contractual Staff Services - 7510	60,000	16,000	55,000	60,000	0	0%
Total Staff Support	60,000	16,000	55,000	60,000	-	0%

Services and Supplies

Audit Fees - 7324	7,200	0	0	10,000	2,800	39%
Memberships - 7430	8,800	8,543	8,543	9,500	700	8%
Office Expense - 7450	1,000	63	500	1,500	500	50%
Equipment Maintenance - 7120	0	57	57	0	0	0%
Copier Expense - 7453	0	0	0	500	500	0%
Prof & Special Services - 7460	40,000	32,000	40,000	45,000	5,000	13%
ADP Payroll Fees - 7507	2,000	1,641	2,300	2,300	300	15%
Legal Services - 7508	50,000	28,000	50,000	50,000	0	0%
Pubs & Legal Notices - 7530	1,700	827	1,500	2,000	300	18%
Postage - 7451	250	58	58	250	0	0%
Gen Fund Cost Allocation - 7669	14,300	4,000	14,300	14,300	0	0%
Training and Travel - 7732	13,000	1,104	13,000	26,000	13,000	100%
Total Services and Supplies	138,250	76,293	130,258	161,350	23,100	17%

Other Charges

Electricity - 7801	500	286	500	500	0	0%
Natural Gas - 7802	100	86	100	100	0	0%
Water - 7803	100	73	100	100	0	0%
Refuse - 7804	100	98	100	100	0	0%
Utility Services - 7806	100	29	100	100	0	0%
Liability Insurance - 6900	1,000	968	968	1,000	0	0%
Telephone Services - 7897	400	279	400	400	0	0%
Total Other Charges	2,300	1,819	2,268	2,300	0	0%

Contingency Reserve - 9600	0	0	0	10,000	0	0
Total Contingency Reserve	191,891	0	223,913	0	233,913	21.9%
Total Exp/Appropriations	455,490	252,838	414,135	580,322	124,832	27.4%
Net Financial Impact	0	143,791	32,022	0	0	0.0%

*\$10,000 contingency will be added to reserves in FY 22/23. The estimated contingency reserve balance will be \$233,000