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STAFF**Luis Tapia**

Interim Executive Officer

Scott Smith

General Counsel

MEETING DATE: July 9, 2025**TO:** Local Agency Formation Commission
of Orange County**FROM:** Interim Executive Officer
Kelly Associates Management Group**SUBJECT:** Compensation and Classification Study**BACKGROUND**

During the 2017 Strategic Planning session, the Commission discussed the importance of maintaining up-to-date classifications and compensation metrics for staff positions to attract and retain qualified employees. Subsequently, the Commission identified a Comprehensive Organization Assessment as an objective in its 2017-18 Work Plan. The assessment was conducted and presented by Kelly Associates Management Group (KAMG), which the Commission approved, including the current staff classification and compensation metrics.

During the 2022 Strategic Planning session, the Commission continued to emphasize the importance of conducting periodic organizational assessments to ensure that classification and compensation metrics for positions are up to date. The Commission included the assessment in its three-year Work Plan 2025-2028 under Goal One: *Staff Development, Retention, and Recruitment*. In January 2025, the Commission approved a contract with KAMG to conduct a study to review the classification and compensation metrics of the agency's positions and provide recommendations. KAMG's assessment includes recommendations for Commission consideration.

DISCUSSION

The Classification and Compensation Study consists of three major components: 1) Position Classifications, 2) Position Compensation, and 3) Employee Benefits. The study conducted by KAMG (William Kelly (Bill)) compared employee position classifications and compensations with similar LAFCOs, including Los Angeles, Riverside, San Bernardino, San Diego, and Ventura. During the data collection process of the study, Bill held discussions with staff from the five LAFCOs and OC LAFCO staff to gather information on the position classifications and compensations. Additionally, Bill and the Interim Executive Officer met with the Ad Hoc

Executive Committee to discuss the study's methodology and recommendations for the Commission's consideration.

The Classification and Compensation Study, provided by KAMG, is attached as Attachment 1. Bill will present the study during the July Commission regular meeting and be available to address any questions on the item during the meeting.

SUMMARY OF CONSULTANT RECOMMENDATIONS

Following its analysis of the information gathered from OC LAFCO and the additional LAFCOs, KAMG developed the following recommendations for Commission discussion and consideration:

Classification and Compensation Structure

- Adjust the ten-step salary ranges for the classifications, including Assistant Executive Officer, Policy Analyst II, and Office Manager/Commission Clerk. Adopt the revised position description for the Office Manager/Commission Clerk.
- Adopt the updated ten-step performance salary schedule (per Exhibit 3 of the Compensation and Classification Study) and continue to utilize the County's annual Fiscal Year Report to compute the appropriate yearly Cost of Living Adjustments for the positions.

Establishment of a New Classification Position for Promotional Purposes

- Establishment of a new *Senior Policy Analyst* classification for the agency to address the need for a higher degree of complicated policy and financial analysis and offer staff a natural career ladder for professional development within the agency. The position would serve as a promotional opportunity for existing staff and not an increase in staffing.

RECOMMENDED ACTIONS

Staff Recommends the Commission:

1. Approve the recommendations prepared by Kelly Associates Management Group as outlined in the Classification and Compensation Study and the "Observation and Recommendations" section of the report.

Respectfully Submitted,


LUIS TAPIA
WILLIAM R. KELLY

Attachment:

1. Compensation and Classification Study



Orange County Local Agency Formation Commission

Classification and Compensation Study

July 9, 2025



July 9, 2025

Mr. Luis Tapia
Interim Executive Officer
Orange County Local Area Formation Commission
2677 North Main Street, Suite 1050
Santa Ana, CA 92705

SUBJECT TRANSMITTAL OF CLASSIFICATION AND COMPENSATION STUDY

Dear Mr. Tapia:

Kelly Associates Management Group LLC (KAMG) is pleased to present to the Orange County Local Agency Formation Commission (OC LAFCO) our employee classification and compensation study. The OC LAFCO Board identified the importance of completing an organizational assessment as part of the LAFCO 2022-25 Work Plan and provided funding for this undertaking. On February 8, 2025 OC LAFCO issued a contract to KAMG to conduct the employee classification and compensation study.

The most important assets that any public or private organization has are its employees. Management theory has proven time and again that successful organizations always emphasize the hiring, retention and development of staff as the primary keys for achieving their strategic goals and objectives. In the past, OC LAFCO has served as a training ground for some of the best and brightest employees, only to see them leave after just a short period of time for other agencies that provide more competitive salaries and benefits. KAMG applauds the Commission's continued efforts to ensure that staff classification and compensation metrics are kept up to date. In doing so, the Commission has sought to maintain its reputation as a leader among LAFCOs and continue to attract and retain forward-thinking staff that possesses strong educational and professional experience in policy and local government.

The attached report was prepared by KAMG President/CEO William (Bill) Kelly and Principal David Gruchow and begins by providing a description of the methodology employed in conducting the classification and compensation analysis along with our findings and recommendations.

This assessment will provide the OC LAFCO Commission an opportunity to consider options to ensure that OC LAFCO continues to be competitive in the market place and will attract and retain high caliber employees. This, then, will ensure that OC LAFCO remains a leading LAFCO agency capable of producing results and is innovative in its approach to problem solving.



kelly associates
Management Group

KAMG appreciates the opportunity to serve OC LAFCO and we are prepared to assist in any follow-up actions the Commission may wish to pursue.

Sincerely,

KELLY ASSOCIATES MANAGEMENT GROUP LLC

William R. Kelly
President/CEO

Orange County Local Agency Formation Commission Classification and Compensation Study



OC LAFCO Commissioners

Don Wagner, Chair
Wendy Bucknum, Vice Chair
Douglas Davert, Special Districts Member
James Fisler, Special District Member
Peggy Huang, City Member
Derek J. McGregor, Public Member
Kathryn Freshley, Alternate Special District Member
Carol Moore, Alternate City Member
Lou Penrose, Alternate Public Member

OC LAFCO Staff

Luis Tapia, Interim Executive Officer

Consulting Staff

Kelly Associates Management Group LLC
William R. Kelly, President/CEO
David A. Gruchow, Principal

July 9, 2025

**Prepared for the Orange County Local Agency Formation Commission
by**





Orange County Local Agency Formation Commission Classification and Compensation Study

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*Orange County Local Agency Formation Commission
Classification and Compensation Study*



**Orange County Local Agency Formation Commission
Classification and Compensation Study**

The following discussion provides background concerning the classification and compensation study along with a discussion of KAMG's findings and recommendations.

I. Background

This total compensation survey was conducted in accordance with the best practices for gathering and comparing information. The goal of such a survey is to assess compensation practices for those entities that OC LAFCO would typically compete with when recruiting staff. Consequently, a selection of California LAFCOs was determined to be the best fit for survey purposes. Agencies included in the survey are: Los Angeles County LAFCO, Riverside County LAFCO, San Bernardino County LAFCO, San Diego County LAFCO, Ventura County LAFCO. While OC LAFCO utilizes the County of Orange for support services and benefits, OC LAFCO is aligned more closely with the above survey agencies in terms of size and function. The County of Orange has numerous bodies performing like-duties and responsibilities, whereas the survey agencies, like OC LAFCO, have single employee classifications often performing a broader range of duties than like positions in the County of Orange. In reality, employees in smaller organizations often have a broader range of responsibilities than those assigned to large organizations that tend to "pigeon-hole" employees to a specific set of duties or assigned areas of responsibility.

The study's compensation component focused on top step salaries for comparative employee classifications of the survey agencies. These compensation survey items were used to compare OC LAFCO salaries to the "mean" salaries of the survey agencies. Additionally, the job descriptions for the comparable classifications were reviewed to ensure the comparison classification was appropriate.

KAMG also examined other employer benefit programs and offerings such as retirement, medical, dental, life insurance, long term disability insurance, deferred compensation, bilingual pay, holidays, administrative leave, auto allowance and other miscellaneous benefits. While "Total Compensation" surveys are a meaningful way of capturing the common benefits provided for specific employee classifications, it should be noted that the wide disparity in benefit plans offered among those agencies surveyed makes it difficult to draw any reasonable assumptions about "compensation equity". For example, agencies that participate in their county's retirement plans are constrained by the requirements of those plans relating to employer and employee contributions. Also, those agencies which, by policy, pay out lump sum cafeteria-style amounts rather than offering specific medical or time-off benefits may end up paying less than other agencies. Because these kinds of program variations can result in wildly

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Classification and Compensation Study

different costs to the organizations, KAMG believes that incorporating them into the calculation of mean compensation amounts for comparison to OC LAFCO does not adequately measure compensation equity.

KAMG's classification and compensation study employed a strictly organizational approach to workflow, comparative salaries and benefits. Our focus was on employee positions and responsibilities as they compared to like positions in other agencies as well as salary ranges established for positions with a similar breadth and depth of duties.

II. Top Step Salary Comparison

When assessing top step salaries, KAMG compared the survey agencies against the following OC LAFCO classifications:

- Executive Officer
- Assistant Executive Officer
- Policy Analyst II
- Office Manager/Commission Clerk

Since OC LAFCO's Policy Analyst I is an entry level position, KAMG assumed the current 10% salary differential from Policy Analyst II would be maintained. Table 1 below summarizes the employee classifications from the survey agencies that were used for comparison purposes:

Table 1
Comparison Classifications by Survey Agency

LAFCO	Executive Officer	Asst Exec Officer	Policy Analyst II	Office Manager/ Commission Clerk
Los Angeles	Executive Officer	Dep Exec Officer	Local Gov't Analyst	(no comparable) ¹
Riverside	Executive Officer	Asst Exec Officer	(no comparable) ¹	Commission Coord
San Diego	Executive Officer	Asst Exec Officer	Analyst II	Commission Clerk
Ventura	Executive Officer	Dep Exec Officer	(no comparable) ¹	(no comparable) ¹
San Bernardino	Executive Officer	Asst Exec Officer	Project Manager	Clerk to the Commission

¹ "No Comparable" indicates that the agency either does not employ similar staff, or that the position descriptions for similarly-titled positions are significantly different, or that annual salaries are significantly different as to skew the average for the class.

Table 2 compares current salary ranges for OC LAFCO classifications with the mean top step salaries for the survey agencies:

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Classification and Compensation Study

Table 2
Comparison of OC LAFCO Top Step to Survey Agencies Mean

Classification	OC LAFCO Top Step	Mean of Survey Agencies Top Step
Executive Officer ¹	\$239,828	\$240,331
Assistant Executive Officer	\$164,874	\$168,900
Policy Analyst II	\$98,792	\$104,475
Office Manager/Commission Clerk	\$76,457	\$90,440 ²

¹ Salary Determined by the Commission, not subject to steps

² Does not include the Ventura Office Manager/Clerk of the Commission position due to significant salary differential

While not all of the survey agencies had comparable positions to each of the OC LAFCO positions, the results do indicate a need to address OC LAFCO salaries based on those paid to similar agencies.

The top step salary survey average results are as follows:

- Executive Officer 0.21% below the survey mean
- Assistant Executive Officer 2.44% below the survey mean
- Policy Analyst II 5.75% below the survey mean
- Office Manager/Commission Clerk 18.3% below the survey mean

KAMG noted a significant difference between the top step salary for OC LAFCO's Office Manager/Commission Clerk position and the mean salary for those survey agencies that have similar classifications. In reviewing position descriptions, we found that other agencies tend to utilize their Office Manager/Clerk of the Commission positions at a more executive, management level than the position at OC LAFCO due to these agencies' relatively small staffs and other operational needs. This has the effect of rendering salary comparisons very difficult.

Exhibit 3 provides a recommended salary range for all OC LAFCO classifications (with the exception of the Executive Officer salary which is set by the Commission as a set amount rather than a salary range) which directly reflect the information obtained from the top step salary survey.

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Classification and Compensation Study

III. Employee Benefits

As was previously mentioned, there are broad differences among the survey agencies in regards to providing employee benefits such as retirement, medical, paid time off, deferred comp, etc. While employees certainly benefit from these plans and programs, including their costs to the agency as part of a formula for determining total compensation is misleading and can result in unintended assumptions about “compensation equity” between organizations.

Based on KAMG’s review of the benefit programs of the survey agencies, we believe OC LAFCO’s benefit package is consistent with industry best practices and that it does not negatively affect its competitiveness when recruiting new employees.

IV. Senior Analyst Position

OC LAFCO’s management has advised KAMG of its intent to recommend the establishment of a new Senior Policy Analyst classification to the organization. This position would address the need for a higher degree of complicated policy and financial analysis and would afford staff a natural career ladder for professional development. The position would be used for a promotional opportunity for existing staff or a lateral consideration from an outside agency, if any existing staff resigns. i.e.no increase in the staffing level.

In order to develop position specifications and compensation parameters, KAMG consulted the LAFCO organizations in Riverside, San Bernardino, San Diego, and Los Angeles Counties. We also assessed how the proposed duties and responsibilities compare with the existing OC LAFCO Policy Analyst II classification. Exhibit 1 provides the new Senior Policy Analyst position description.

Two of the organizations consulted provided the following annual compensation data:

- Los Angeles LAFCO Senior Government Analyst \$130,000
- San Bernardino LAFCO Senior Analyst \$129, 832

The mean of these salaries is \$129,916. The current top step salary for the OC LAFCO Policy Analyst II position is \$98,792. Consequently, a new Senior Policy Analyst position would require an equity adjustment of 31.5% to be consistent with the survey agencies. However, OC LAFCO has endeavored to keep the salary differential between graded classifications at 10% (applying this practice to the new Senior Policy Analyst position would result in an annual salary of \$108,671). In light of the fact that this would be a new classification with enhanced duties and responsibilities, KAMG recommends that the annual salary be set at 15% above the Policy

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Classification and Compensation Study

Analyst II position (\$113,611 subject to any equity adjustments to the Policy Analyst II position). While this would still be below the survey market, it would allow the position to evolve over time within the organization along with the potential for further equity enhancements in the future.

V. Observations and Recommendations

KAMG presents the following recommendations to OC LAFCO regarding top step salary compensation:

1. Cost of Living Adjustments

Following KAMG's 2018 Class and Compensation Study, OC LAFO implemented a 10-step salary schedule with 2.5% increments between each step (approved in March 2018). That Study also recommended that employees receive a Cost of Living Adjustment (COLA) as reflected in the annual Fiscal Year Rate Report issued by the County of Orange. KAMG believes that such COLA's are consistent with the practice among a majority of public agencies to ensure that they keep in step with inflation and are able to retain their employees.

RECOMMENDATION: KAMG recommends that OC LAFCO continue to utilize the County's annual Fiscal Year Rate Report to compute appropriate Cost of Living Adjustments.

2. Adjustments to Survey Mean

KAMG believes that the ten-step salary ranges for the following classification should be adjusted to the survey mean as indicated below:

Table 3
Top Step Adjustments

Classification	Current Top Step	Recommended Equity Adjust.	Recommended Top Step
Assistant Executive Officer	\$164,874	2.40%	\$168,831
Policy Analyst II ¹	\$98,792	5.75%	\$104,473
Office Manager/Commission Clerk	\$76,457	10.0%	\$84,103

¹ The Policy Analyst I salary would be based on 10% of the adjusted Policy Analyst II salary

By adjusting the Policy Analyst II top step to \$104,473 the recommended top step for the new Senior Policy Analyst position would be set at \$120,144 (15% above the Policy Analyst II).

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Based on discussions with OC LAFCO management, KAMG believes that the position description for the Office Manager/Commission Clerk position contains various tasks and responsibilities that are not consistent with other agencies. A revised position description is included in Exhibit 2. Consequently, KAMG does not believe a full 18.3% adjustment to the mean is warranted and recommends that the adjustment for this classification be set at 10%.

RECOMMENDATION: Adjust employee compensation (per Exhibit 3).

EXHIBIT 1

**POSITION DESCRIPTION FOR SENIOR
POLICY ANALYST**

**ORANGE COUNTY LOCAL AGENCY FORMATION COMMISSION
JOB DESCRIPTION**

SENIOR POLICY ANALYST

LAFCO is mandated to encourage orderly growth and development and the logical formation and reorganization of local agency boundaries and service area with appropriate consideration of preserving agricultural and open space lands within Orange County.

Under general supervision, provide project management for specific state mandated programs of LAFCO as established by local policy and State law.

DISTINGUISHING CHARACTERISTICS

The Senior Policy Analyst is a senior level of the Policy Analyst series with increased responsibilities and duties compared to the Policy Analyst I/II positions. Distinguishing characteristics include being assigned to substantively complex proposals and studies along with regularly representing LAFCO to the general public and other local governmental agencies. The position requires strong, ongoing self-direction and sound judgement in accomplishing assigned projects from the conceptual stage through implementation along with the ability to readily assess political implications of findings, recommendations, and decisions. An adaptive ability to practice and cultivate effective teamwork and collaboration as a first-line supervisor also distinguishes this position from others in the series.

EXAMPLES OF ESSENTIAL FUNCTIONS

Based on assignment, essential job functions include, but are not limited to, the following: *(Management reserves the right to add, modify, change or rescind work assignments as needed).*

Act as first line supervisor; assign and review work of subordinate Analysts; train/mentor lower level analytical and/or support staff.

Prepare and/or supervise preparation of maps and other illustrations.

Research, compile, and analyze proposals with a high degree of complexity; make recommendations and prepare and present staff reports.

Conduct special studies involving inter-jurisdictional and inter-agency coordination.

Review and analyze application materials for compliance with State law and Commission requirements.

Perform research in support of assigned proposals and for senior administrative staff.

Assist in the development of policies and internal processes.

Assist in the preparation of the annual budget.

Make oral presentations to the Commission and community groups and manage public participation related to LAFCO matters.

Supervise the preparation of descriptions of proposals for legal notices.

Ensure compliance with California Environmental Quality Act (CEQA).

Communicate statutory requirements, application requirements, Commission policies and procedures to applicants, public agency staff and interested citizens.

Review federal, state and local legislative proposals affecting LAFCO operations.

Communicate with media as required on LAFCO matters.

Represent LAFCO at statewide organization events and meetings.

MINIMUM QUALIFICATIONS

Any combination of education, training and experience that would provide the required knowledge, skills, and abilities in qualifying. A typical combination includes:

Education and Experience:

Graduation from a recognized college with a Bachelor's degree in Public Administration, Business Administration, Planning, Urban Studies, Geography, Economics, Environmental Science, Political Science, or a related field and a minimum of four years of administrative experience in which the primary duty was conducting a variety of analytical studies and writing narrative reports of findings in areas such as organizational operations, fiscal analysis, and service delivery. Or a Master's degree with two years applicable experience.

Knowledge Required:

Extensive knowledge of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000.

Understand political implications of findings, recommendations, and decisions.

Planning and implementing projects as assigned with limited supervision.

Knowledge of government organization functions and services.

Possess advanced understanding of the California Environmental Quality Act.

Familiarity with principles and practices of public administration, community development and planning, and public finance.

Ability to collect, analyze, and interpret relevant data.

Perform advanced-level qualitative and quantitative analysis.

Ability to compose clear and accurate memos, letters, and agenda reports.

Ability to skillfully proof and edit others' written reports, letters, etc.

Possess clear Business English.

Communicate clearly, concisely, and effectively orally and in writing.

Familiarity with current technology and trends in the profession.

Telephone, office, and online etiquette

Ability to communicate effectively with individuals representing diverse cultures and backgrounds.

Exercise good judgement and initiative.

Skills and Abilities:

To plan, organize and conduct research on public service issues, develop and analyze alternatives, and prioritize multiple tasks.

To understand, interpret and implement statutory requirements and written procedures

To effectively represent LAFCO in contacts with governmental agencies, community groups, and various business, regulatory, and legislative organizations.

To mediate issues involving multiple agencies and interested parties;

To exercise independent judgment and discretion in sensitive and controversial matters.

To establish, maintain, and foster positive and effective working relationships with subordinate staff.

To organize, prioritize and coordinate own work and those of subordinate staff in order to meet critical time lines.

To function effectively under pressure.

To use standard office software, such as Microsoft Word, Excel, etc. as well as a Geographical Information System (GIS) to capture, store, manipulate, analyze, manage, and present spatial or geographic information.

Licenses and Certifications:

Possession of, or ability to obtain, a valid Class C California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various LAFCO meeting sites~ vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is a primarily sedentary office position. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

WORK ENVIRONMENT

Employees work in an office environment with moderate noise levels and controlled temperature conditions.

EXHIBIT 2

REVISED POSITION DESCRIPTION FOR OFFICE MANAGER/COMMISSION CLERK

**ORANGE COUNTY LOCAL AGENCY FORMATION COMMISSION
JOB DESCRIPTION**

OFFICE MANAGER/COMMISSION CLERK

DEFINITION

LAFCO is mandated to encourage orderly growth and development and the logical formation and reorganization of local agency boundaries and service area with appropriate consideration of preserving agricultural and open space lands within Orange County.

Under general supervision, provides highly responsible administrative support and assists with the day-to-day operations of LAFCO.

DISTINGUISHING CHARACTERISTICS

The Office Manager/Commission Clerk will maintain internal efficiencies that support OC LAFCO's organizational effectiveness that meet statutory requirements and include proactive outreach to our funding agencies and the public within the adopted budget.

Works directly with the Executive Officer and Assistant Executive Officer to manage LAFCO's day-to-day internal and external administrative, communications, and budgetary needs. In addition, the incumbent functions as the official "Commission Clerk" for LAFCO with responsibility for performing specific legally mandated duties.

EXAMPLES OF ESSENTIAL FUNCTIONS – Based on assignment, essential job functions include, but are not limited to, the following: *(Management reserves the right to add, modify, change or rescind work assignments as needed).*

Prepare, organize, print and distribute the agenda for LAFCO Commission meetings, including preparation of the preliminary agenda, assemble and copy agenda material and supporting documents, arrange for the distribution agenda materials to Commissioners, staff and the public.

Prepare, post and distribute notices of public meetings and hearings; prepare, publish, and distribute other legal notices in accordance with state, county and LAFCO requirements.

Attend Commission meetings and transcribe meeting minutes to create the official record; index, retrieve, and provide for retention of documents related to LAFCO and Commission proceedings; ensure documents are in the correct format, include required attachments and obtain appropriate signatures prior to recording or sending elsewhere for further action.

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

Oversee the management, retention and disclosures of LAFCO records and documents in accordance with Commission policies and state and federal laws.

Under the direction of the Executive Officer or Assistant Executive Officer, provide responses to Public Records Requests involving LAFCO records, and through guidance from LAFCO general counsel, oversees compliance with the California Public Records Act.

Assist staff and the public with questions regarding official documents or activities of LAFCO. Proofread reports, forms, minutes, agendas and other material for accuracy, completeness and compliance with established standards.

Screen and route incoming correspondence; type correspondence and reports; answer telephone and respond to inquiries or route to the appropriate personnel; maintain files; retrieve and gather information to assist staff members and the public.

Schedule appointments and meetings; make reservations for conferences and seminars and makes travel arrangements.

Manages the calendar of the Executive Officer.

Purchase supplies and equipment; oversee equipment maintenance; oversees process for onboarding of new hires; coordinates required systems with County staff (i.e. personnel, organize accounts payable for the accountant); route invoices to the agency's accountant, Assistant Executive Officer, and Executive Officer and prepare payments for invoices. Monitor consultant files. Assist in the preparation of financial reports and financial statements for specific projects as requested.

Scan, organize, index, and file correspondence, resolutions, agreements, and other written materials, within established policy guidelines. Comply with document retention policies and purge files as required.

Performs other related duties as assigned.

MINIMUM QUALIFICATIONS

Any combination of education, training and experience that would provide the required knowledge, skills, and abilities in qualifying. A typical combination includes:

Education and Experience:

An Associate of Art's Degree from an accredited college or university or equivalent experience. Minimum of three years of related secretarial experience. Prior public sector experience desirable. Type a minimum of 50 NMPM.

Knowledge of:

Organization and function of public agencies and boards.

Records management and retention principles and practices, including legal requirements for recording, retention, storage, and disclosure.

English usage, grammar, spelling, and punctuation.

Modern office practices, methods, and computer equipment and applications related to the work.

Skills and ability:

Provide varied, confidential, and responsible secretarial and office administrative work requiring the use of independent judgment, tact, and discretion.

Prepare official minutes, resolutions, correspondence, and other written materials.

Interpret, apply, explain, and ensure compliance with applicable federal, state and local laws, rules, regulations, and Commission policies and procedures.

Organize, maintain, and update office database and records systems.

Organize own work, coordinate projects, set priorities, and meet critical timelines.

Use English effectively to communicate in person, over the telephone, and in writing.

Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Licenses and Certifications:

Possession of a valid Class C California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various LAFCO meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is a primarily sedentary office position. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

WORK ENVIRONMENT

Employee works in an office environment with moderate noise levels and controlled temperature conditions.

EXHIBIT 3

**RECOMMENDED SALARY RANGES FOR
OC LAFCO CLASSIFICATIONS**

EXHIBIT 3
CURRENT OCLAFCO SALARY RANGES
WITH RECOMMENDED SALARY ADJUSTMENTS

	Assistant Executive Officer	Policy Analyst II	Policy Analyst I	Senior Policy Analyst	Office Manager/ Commission Clerk
Step 1					
Current	\$132,019.50	\$79,105.73	\$71,917.94		\$61,221.22
Proposed	\$135,187.97	\$83,654.31	\$76,053.22	\$95,662.91	\$67,343.34
Step 2					
Current	\$135,319.99	\$81,083.38	\$73,715.89		\$62,751.75
Proposed	\$138,567.67	\$85,745.67	\$77,954.55	\$98,115.81	\$69,026.93
Step 3					
Current	\$138,702.99	\$83,110.46	\$75,558.78		\$64,320.54
Proposed	\$142,031.86	\$87,889.31	\$79,903.41	\$100,631.60	\$70,752.59
Step 4					
Current	\$142,170.57	\$85,188.22	\$77,477.75		\$65,928.56
Proposed	\$145,582.66	\$90,086.54	\$81,932.72	\$103,211.90	\$72,521.42
Step 5					
Current	\$145,724.83	\$87,317.93	\$79,383.95		\$67,576.77
Proposed	\$149,222.23	\$92,338.71	\$83,948.53	\$105,858.36	\$74,334.45
Step 6					
Current	\$149,367.95	\$89,500.88	\$81,368.55		\$69,266.19
Proposed	\$152,952.78	\$94,647.18	\$86,047.24	\$108,572.68	\$76,192.81
Step 7					
Current	\$153,102.15	\$91,738.40	\$83,402.76		\$70,997.85
Proposed	\$156,776.60	\$97,013.36	\$88,198.42	\$111,356.59	\$78,097.64
Step 8					
Current	\$156,929.70	\$94,031.86	\$85,487.83		\$72,772.79
Proposed	\$160,696.01	\$99,438.69	\$90,403.38	\$114,211.89	\$80,050.07
Step 9					
Current	\$160,852.95	\$96,382.66	\$87,625.03		\$74,592.11
Proposed	\$164,713.42	\$101,924.66	\$92,663.47	\$117,140.40	\$82,051.32
Step 10					
Current	\$164,874.27	\$98,792.22	\$89,815.65		\$76,456.92
Proposed	\$168,831.25	\$104,472.77	\$94,980.05	\$120,144.00	\$84,102.61