



**Local Agency Formation Commission of Napa County**  
Subdivision of the State of California

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*We Manage Local Government Boundaries, Evaluate Municipal Services, and Protect Agriculture*

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**Agenda Item 8d (Discussion)**

**TO:** Local Agency Formation Commission  
**PREPARED BY:** Brendon Freeman, Executive Officer  
**MEETING DATE:** August 6, 2018  
**SUBJECT:** Analysis of Staffing Alternatives

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**RECOMMENDATION**

It is recommended the Commission discuss the report on staffing alternatives and provide feedback to the Executive Officer with respect to initiating a recruitment for a new Analyst.

**BACKGROUND**

The Commission's staffing currently includes 1.75 full-time equivalent (FTE) employees; one full-time Executive Officer (EO) and one three-quarters time Secretary. Historically, the Commission has also employed one full-time Analyst.

The Commission's Analyst position was vacated in July 2015 when the previous Analyst was hired as EO. Following this staffing transition, the Commission has relied on private consultants to assist staff in preparing state mandated studies such as municipal service reviews (MSRs) and sphere of influence (SOI) updates. The Commission's practice has been to adopt annual budgets that include a full-time Analyst and make mid-year budget transfers as needed to hire consultants. Toward this end, the Commission's adopted budget for 2018-2019 includes all necessary funding associated with a full-time Analyst.

On June 4, 2018, the Commission was scheduled to discuss this item. However, due to time constraints, the item was continued to today's meeting.

**SUMMARY**

The Commission is being asked to consider this report on staffing alternatives and consider providing feedback to the Executive Officer with respect to a preferred alternative. Two basic staffing alternatives, (1) hire a full-time Analyst or (2) continue hiring consultants to prepare MSRs and SOI updates, are summarized on the following page. The Commission may direct staff to return with additional information on either of these two alternatives or additional alternatives before a preferred alternative is identified.

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Margie Mohler, Chair  
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Scott Sedgley, Commissioner  
Councilmember, City of Napa

Kenneth Leary, Alternate Commissioner  
Councilmember, City of American Canyon

Brad Wagenknecht, Vice Chair  
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Diane Dillon, Commissioner  
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Ryan Gregory, Alternate Commissioner  
County of Napa Supervisor, 2nd District

Gregory Rodeno, Commissioner  
Representative of the General Public

Erik Lawrence, Alternate Commissioner  
Representative of the General Public

Brendon Freeman  
Executive Officer

***Alternative #1: Hire Full-Time Analyst***

The financial impact of hiring a full-time Analyst is \$98,384 in the 2018-2019 fiscal year.<sup>1</sup> This assumes hiring an Analyst I at step one (of five) under the County of Napa's job salary schedule. Future annual expenses would increase with step increases and cost-of-living adjustments. Below are factors to consider with respect to hiring an Analyst:

- Improves internal control over process and work products
- Provides administrative relief for existing staff given that an Analyst can work on other projects besides MSRs and SOI updates
- Allows EO to focus less on basic tasks and more on "big picture" issues
- Expands agency bandwidth and adds flexibility to respond to unexpected changes in priorities and work volume
- Expands agency's institutional knowledge
- Improves succession planning
- Analyst recruitment, interviews, and training require substantial time and effort
- Salary and benefit expenses are expected to increase annually

***Alternative #2: Continue Hiring Private Consultants***

The financial impact of continuing to hire consultants to prepare MSRs and SOI updates involves mid-year budget transfers to move portions of Analyst-related expenses to the Consulting Services expense account. The monetary difference between budgeted Analyst expenses and actual year-end consultant expenses is allocated to the Commission's unrestricted fund balance ("reserves") at the end of each fiscal year.<sup>2</sup> Below are factors to consider with respect to hiring private consultants to prepare MSRs and SOI updates:

- Consultants often have large teams with extensive technical expertise
- Consultants can bring new perspectives and solutions to local issues
- Lower cost to complete MSRs and SOI updates
- Variation in costs, work quality, and communication styles among consultants
- Lack of consultant awareness of local priorities and issues can prove problematic
- No guarantees that quality consultants will propose to work for any given project, which can cause significant delays for certain MSRs and SOI updates
- Consultants not always flexible to accommodate changes in scope of work
- RFPs, interviews, reference checks, developing and monitoring contracts, reviewing draft work, and providing guidance for consultants is time consuming

**ATTACHMENTS**

None

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<sup>1</sup> Expenses associated with the Analyst position include salaries and wages (\$66,756), retirement (\$13,217), Medicare (\$968), and group insurance (\$17,443).

<sup>2</sup> Actual year-end expenses for consultants to prepare MSRs and SOI updates totaled \$16,360 in 2016-2017 and \$24,700 in 2017-2018. The difference between budgeted Analyst expenses and actual year-end consultant expenses was \$75,810 in 2016-2017 and \$69,685 in 2017-2018.