



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

Agenda Item 8a (Discussion)

TO: Local Agency Formation Commission

PREPARED BY: Brendon Freeman, Executive Officer

MEETING DATE: June 4, 2018

SUBJECT: Analysis of Staffing Alternatives

RECOMMENDATION

It is recommended the Commission consider 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.

The Commission's budget for 2018-2019 includes expenses associated with a full-time Analyst. See Item 6b on today's agenda for more information about the 2018-2019 budget.

SUMMARY

The Commission is being asked to consider this report on staffing alternatives and consider providing feedback with respect to hiring an Analyst or continuing to hire private consultants to prepare MSRs and SOI updates. A summary of each alternative staffing model follows.

Margie Mohler, Chair
Councilmember, Town of Yountville

Scott Sedgley, Commissioner
Councilmember, City of Napa

Kenneth Leary, Alternate Commissioner
Councilmember, City of American Canyon

Brad Wagenknecht, Vice Chair
County of Napa Supervisor, 1st District

Diane Dillon, Commissioner
County of Napa Supervisor, 3rd District

Ryan Gregory, Alternate Commissioner
County of Napa Supervisor, 2nd District

Gregory Rodeno, Commissioner
Representative of the General Public

Vacant, Alternate Commissioner
Representative of the General Public

Brendon Freeman
Executive Officer

Hire Full-Time Analyst

The financial impact of hiring a full-time Analyst is \$98,384 in the 2018-2019 fiscal year.¹ 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

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 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.² Below are factors to consider with respect to hiring private consultants:

- 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

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

² Expenses for consultants to prepare MSRs and SOI updates totaled \$16,360 in 2016-2017 and are projected to total \$24,700 in 2017-2018. The difference between actual consultant expenses and total budgeted expenses related to the Analyst position was \$75,810 in 2016-2017 and is projected to total \$69,685 in 2017-2018.