



STAFFING ANALYSIS FOR THE FOX CANYON GROUNDWATER MANAGEMENT AGENCY

Prepared by the Hallmark Group

June 2024

PURPOSE

- Hallmark Group was contracted to develop a report analyzing the staffing requirements for the Fox Canyon Groundwater Management Agency (FCGMA) tasks listed in the “FCGMA Work Taks and Prioritization” table for:
 - The end of the calendar year (9-months), and
 - Full 12-month period

STAFFING ANALYSIS METHODOLOGY

- Hallmark Group developed an excel sheet of the main tasks in the FCGMA Work Tasks and Prioritization sheet and identified subtasks to assist in creating detailed work hour estimates
- An initial interview with FCGMA staff was held to review assumptions and FCGMA supplied estimates for subtasks that were rolled up to the task level shown in the FCGMA Work Task and Prioritization sheet
- A list of the subtasks used for the analysis is presented for Board review/comment

FCGMA Work Tasks and Prioritization				
Task	Frequency	Importance	Urgency	Current Priority
I. Board Meetings				
1. Board meetings, agendas, minutes	Ongoing	Important	Urgent	1
2. Committee meetings, agendas, minutes	Ongoing	Important	Urgent	1
II. Legislation and Regulations				
1. GSP 5-Year Evaluation	Periodic	Important	Urgent	2
2. GSP Annual Reports	Periodic	Important	Urgent	2
3. Annual Work Plan & Budget	Periodic	Important	Urgent	2
4. Biennial Audit	Periodic	Important	Urgent	2
5. Public Records Act (PRA) Requests	Ongoing	Important	Urgent	2
III. Judgment and Litigation				
1. LPV Adjudication Judgment	Ongoing	Important	Urgent	3
a. Watermaster Admin	Ongoing	Important	Urgent	3
b. Basin Optimization Yield Study	Periodic	Important	Urgent	3
c. Basin Optimization Plan	Periodic	Important	Urgent	3
2. OPV Adjudication	Ongoing	Important	Urgent	3
a. Discovery	Ongoing	Important	Urgent	3
IV. Ordinance				
1. Semi-Annual Statements (SAES)	Ongoing	Important	Urgent	4
a. Programming and mailing	Periodic	Important	Urgent	4
b. Processing	Ongoing	Important	Urgent	4
1. Entering paper SAES	Periodic	Important	Urgent	4
2. Review flowmeter photos	Ongoing	Important	Urgent	4
3. Payments, refunds, etc.	Ongoing	Important	Urgent	4
4. Customer service, walk-ins, etc.	Ongoing	Important	Urgent	4
2. Well Permit Applications	Periodic	Important	Urgent	4
3. Allocation Transfer Requests	Periodic	Important	Urgent	4
4. Flowmeters & AMI	Ongoing	Important	Urgent	4
a. Calibration review & processing	Ongoing	Important	Urgent	4
b. Flowmeter replacement, rollover, water usage estimates	Ongoing	Important	Urgent	4
c. AMI data management	Ongoing	Important	Urgent	4
5. Owner and/or operator changes	Ongoing	Important	Urgent	4
6. Compliance/Enforcement	Ongoing	Important	Not Urgent	5
a. Non-reporting	Ongoing	Important	Not Urgent	5
b. Failure to register change of owner/operator	Ongoing	Important	Not Urgent	5
c. Flowmeter calibration	Ongoing	Important	Not Urgent	5
d. AMI	Ongoing	Important	Not Urgent	5
V. Resolution				
1. Conejo Creek Project	Ongoing	Important	Not Urgent	5
2. NPV Desalter	Ongoing	Important	Not Urgent	5
3. GREAT / RWPA Program	Ongoing	Important	Not Urgent	5
VI. Grant - SGM Implementation Rd 1				
1. OPV Monitoring Well Installation	Ongoing	Important	Urgent	6
2. Subgrantee awards to UWCD, PVCWD, Camarillo	Ongoing	Important	Urgent	6
3. Quarterly reports	Ongoing	Important	Urgent	6
VII. Board Direction				
1. Oxnard well destruction (in progress)	One-Time	Important	Urgent	6
2. Project Prioritization	Periodic	Important	Not Urgent	7
3. Replenishment Fee	One-Time	Important	Not Urgent	7
4. OPV variance applications	One-Time	Important	Not Urgent	7
5. New data management system procurement	One-Time	Important	Not Urgent	7
6. CombCode - ordinance amendments	One-Time	Important	Not Urgent	7
7. Study of independent staffing for Agency	One-Time	Important	Not Urgent	7

REPORT CONSIDERATIONS

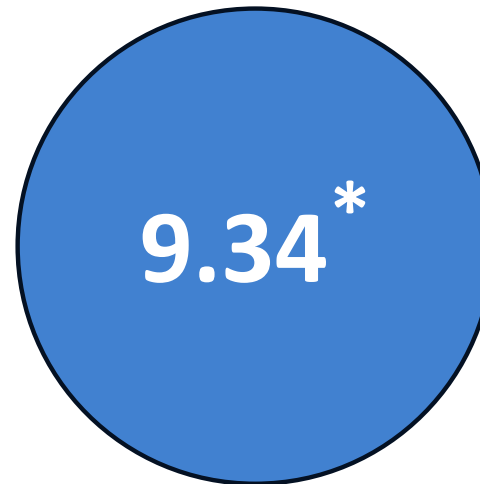
- Report relies on preliminary staff estimate of hours and the subtasks need to be refined to increase the accuracy of the staffing need assessment
- Several FCGMA tasks do not include hours that have not been initiated yet or are on hold. Additional time will be required to determine the future level of effort required for those tasks
- The tasks listed in the FCGMA Work Taks and Prioritization sheet do not include all the tasks required to manage and operate the FCGMA and additional tasks may need to be included for an accurate FCGMA staffing assessment

FTE REQUIREMENT

Through End of 2024
(9-Months)



Fiscal Year Period
(12-Months)



*Does not include time for tasks not initiated yet, or un-listed FCGMA management tasks

FTE REQUIREMENT

Ref. #	Task Description	No/Limited Hours	9-Month Only	Monthly Hours	Monthly FTE
I.	Board Meetings			171.50	1.07
1	Board meetings, agendas, minutes			165.25	1.03
2	Committee meetings, agendas, minutes			6.25	0.04
II.	Legislation and Regulations			344.14	2.15
1	GSP 5-Year Evaluation		x	197.39	1.23
2	GSP Annual Reports			49.00	0.31
3	Annual Work Plan & Budget			33.00	0.21
4	Biennial Audit			13.25	0.08
5	PRA's			51.50	0.32
III.	Judgement and Litigation			102.75	0.64
1	LPV Adjudication Judgement				
a	Watermaster Admin			102.25	0.64
b	Basin Optimization Yield Study	x		0.50	0.00
c	Basin Optimization Plan	x		0.00	0.00
2	OPV Adjudication	x		0.00	0.00
a	Discovery	x		0.00	0.00

FTE REQUIREMENT

Ref. #	Task Description	No/Limited Hours	9-Month Only	Monthly Hours	Monthly FTE
IV.	Ordinance			896.75	5.60
1	Semi-Annual Statements (SAES)				
a	Programming and mailing			66.25	0.41
b	Processing			308.75	1.93
2	Well Permit Applications			10.00	0.06
3	Allocation Transfer Requests			56.00	0.35
4	Flowmeters & AMI			237.00	1.48
5	Owner and/or operator changes			94.75	0.59
6	Compliance/Enforcement				
a	Non-Reporting			110.00	0.69
b	Failure to register change of owner/o	x		0.00	0.00
c	Flowmeter calibration			14.00	0.09
d	AMI	x		0.00	0.00
V.	Resolution			51.75	0.32
1	Conejo Creek Project			14.20	0.09
2	NPV Desalter			14.45	0.09
3	GREAT / RWPA Program			23.10	0.14

FTE REQUIREMENT

Ref. #	Task Description	No/Limited Hours	9-Month Only	Monthly Hours	Monthly FTE
VI.	Grant - SGMA Imp. Rd 1			100.33	0.63
1	OPV monitoring well installation			91.83	0.57
2	Subgrantee awards to UWCD, PVCWD, Camarillo			3.00	0.02
3	Quarterly reports			5.50	0.03
VII.	Board Direction			40.17	0.25
1	Oxnard well destruction		x	15.42	0.10
2	Project prioritization			9.80	0.06
3	Replenishment fee	x		0.75	0.00
4	OPV variance applications			11.20	0.07
5	New data management system procurem	x		0.00	0.00
6	CombCode - ordinance amendments	x		0.00	0.00
7	Study of independent staffing for Agency	x		3.00	0.02
	TOTAL			1707.39	10.67

SUBTASKS USED FOR FTE ANALYSIS

Ref #	Task Description
I.	Board Meetings
1	Board meetings, agendas, minutes
	PM Monday meeting with EO
	Agenda development
	Board doc development/review
	Develop financials and POB
	Board presentation development
	Board letter (drafts and reviews)
	Board meeting
	Board follow up/tasks
	Pre and post debriefing board meetings
	Draft Minutes
2	Committee meetings, agendas, minutes
	Agenda development
	Board doc development/review
	Board presentation development
	Committee meeting
	Board follow up/tasks
	Draft Minutes
II.	Legislation and Regulations
1	GSP 5-Year Evaluation
	OPV
	PM with consultant
	Review of 3 public workshop materials
	Review United modeling summary as needed and meetings on EBB project
	Process invoices for consultant
	Fiscal processing (County staff dedicated [not full time])
	Workshop promo / outreach Q&A / site logistics
	Prep with Dudek (1 hr/wkshop)
	Public workshop attendance (3hrs/workshop)
	Request, file and forward data
	Review draft reports
	Staff upload to DWR portal
	LPV
	Noticing and update watermaster site (PAC develops agendas and minutes)
	Maintaining Constant Contact/stakeholder lists
	Developing database specifications for LPV reporting and testing, invoices
	Processing LPV BA payments & associated tasks
	Develop Extraction and Monitoring tool for LPV reporting
	Request, file, and forward data
	LPV annual allocations
	Review draft report
	PAC meetings every two weeks (3-6pm)
	PAC draft memos for PAC consultation
	Response reports to PAC recommendation report
	TAC being assembled
	TAC consultation (new uses, annual reports, basin optimization yield study, basin optimization yield plan, localized restrictions on extractions, interim increase to rampdown, adjustment of carryover parameters,)
	Staff upload to DWR portal

2	GSP Annual Reports
	OPV 5-Yr GSP Implementation
	Develop RFP and on-board consultant
	Coordinate with consultant on development
	Review results with subcommittee
	Public outreach (mailing, posting, develop comment matrix with staff response)
	Process invoices for consultant
	Request, file and forward data
	Review draft reports
	Staff prepare for and upload to DWR portal
	LPV 5-Yr GSP Implementation
	Develop RFP and on-board consultant?
	Coordinate with consultant on development
	Review results with subcommittee
	Public outreach (mailing, posting, develop comment matrix with staff response)
	Process invoices for consultant
	Request, file and forward data
	Review draft reports
	PAC meetings every two weeks (3-6pm)
	TAC being assembled
	Staff upload to DWR portal - Kathleen (6 hrs)
3	Annual Work Plan & Budget
	Budget mid-year review
	Budget & cash flow development
	Review with subcommittee
	Finalize budget (finalize, post on web, etc.)
4	Biennial Audit
	Develop RFP and on-board audit firm?
	Staff interface on audit development
	Staff review of audit report
	Process invoices for consultant
5	PRAS
	Number?? Staff effort. Coord with legal?
	Public inquiries
	Customer inquiries
III.	Judgement and Litigation
1	LPV Adjudication Judgement
a	Watermaster Admin
	Initial mailout to recipients
	PRAS
	Budget and workflow
	PAC Meetings
	Customer inquiries
	Well registration, change of extraction
	Data analysis missing wells database vs judgment
	WMID confirmations and changes
	Database design, additions, changes, testing
	Watermaster webpage, design, content & review

b	Basin Optimization Yield Study
c	Basin Optimization Plan
2	OPV Adjudication
a	Discovery
	Not started yet? Many tasks? How many stakeholders/wells?
IV.	Ordinance
	Well Registration
	Unregistered wells
	Owner and/or operator changes
	Validate SWN / APN / Owner / Agent
	Validate / Set Up Account Structure & network files
	Revised/New SAES & Outreach
	Scan / File / Notes
1	Semi-Annual Statements (SAES)
a	Programming and mailing
	Design updates (ea. enhancement)
	Develop business rules
	Testing
	Production / Mail
b	Processing
1)	Entering paper SAES
2)	Review flowmeter photos
3)	Payments (apply payment, generate receipt, fiscal report)
4)	Refunds (research, memo, approval, adjustment receipt, transmittal)
5)	Customer service, walk-ins, etc.
6)	Deficiency reporting (research, correspondence, follow up)
7)	CP Waivers (review, report, memo, db adjustment, correspondence, records update)
8)	CombCode changes (review permit conditions & owner approval, account / file setu)
9)	Surcharges
10)	Supervisor/ Manager Follow-up/Review
11)	Non-Reporters
2	Well Permit Applications
	Review for completeness, process applications (including research, and analyses)
3	Allocation Transfer Requests
	Variances - review for completeness, process applications (including research, and anal)
	Transfers - review for completeness, process applications (including research, and anal)
4	Flowmeters & AMI
a	Calibration review and processing
b	Flowmeter replacement, rollover
c	AMI data management
d	NOVs
	Annual Flowmeter Exemptions
e	Domestic AMI Exemptions
f	Groundwater Estimate Analysis
h	Data Management System Meetings

SUBTASKS USED FOR FTE ANALYSIS

5	Owner and/or operator changes
5	Late/Non-Reporters
a	Follow up with non-reporters
	Access Civil Penalties
	Data Entry (and billing) into FCGMA Online
	Recommendation to EO for enforcement action
	Process civil penalty
6	Compliance/Enforcement
	Mail meter calibration notices, NOVs, and letters.
a	Non-Reporting
b	Failure to register change of owner/operator
c	Flowmeter calibration
d	AMI
V.	Resolution
1	Conejo Creek Project
	Compliance monitoring
	Report Review
	Annual Meeting
2	NPV Desalter
	Compliance monitoring
	Report Review
	Annual Meeting
3	GREAT / RWPA Program
	Compliance monitoring
	Report Review
	Credits
	Review reporting
	Update credit records
	Board Approved Projects
	CMWD LPVB ELPMA ASR
	Compliance monitoring
VI.	Grant - SGMA Imp. Rd 1
1	OPV monitoring well installation
2	Subgrantee awards to UWCD, PVCWD, Camarillo
3	Quarterly reports
	Collect, review invoices and develop invoice package
	Grant closeout reports (final deliverables, etc.)
	Post-grant performance reports
4	Grant -Follow-up Compliance
5	GSP Implementation
	Monitoring well installation and follow-up monitoring
	Meetings, studies, analyses ...
6	Upgrades to existing and development plans for new Data Management System

VII.	Board Direction
1	Oxnard well destruction
2	Project prioritization
3	Replenishment fee
4	OPV variance applications
5	New data management system procurement
6	CombCode - ordinance amendments
7	Study of independent staffing for Agency

ADDITIONAL TASKS

1 Administration

- a Consultant management (contracts)
- b FCGMA general strategy/leadership
- c HR/personnel issues
- d Insurance renewal (D&O? GL?)
- e Grant proposals
- f FCGMA collaboration meetings
- g Respond to public inquiries

2 Outreach

- a Monthly time for stakeholder support
- b Website update and hosting
- c Mailings
- d Newsletter
- e Workshops
- f Attend stakeholder meetings

3 Financial Mgmt

- a FCGMA invoices
- b Review consultant contracts
- c Process payables

4 New/Replacement Well Review

- a Replacement wells
- b New wells

NEXT STEPS

- Hallmark Group recommends the following potential next steps:
 1. Refine hour estimates for FCGMA tasks by reviewing detailed staff timesheets and follow up staff interviews
 2. Determine the future level of effort required for tasks not imitated yet, and develop cost estimates for those tasks
 3. Include an analysis of the additional tasks required to manage and operate the FCGMA that are not listed in the FCGMA Work Task and Prioritization list
 4. Present updated staff analysis to the Board