

FOX CANYON GROUNDWATER MANAGEMENT AGENCY

A STATE OF CALIFORNIA WATER AGENCY



BOARD OF DIRECTORS

Eugene F. West, Chair, *Director, Camrosa Water District*
Kelly Long, Vice Chair, *Supervisor, County of Ventura*
Michael Craviotto, *Farmer, Agricultural Representative*
Lynn Maulhardt, *Director, United Water Conservation District*
Tony Trembley, *Councilmember, City of Camarillo*

INTERIM EXECUTIVE OFFICER

Arne Anselm

February 12, 2025

Board of Directors
Fox Canyon Groundwater Management Agency
800 South Victoria Avenue
Ventura, CA 93009-1600

Full Staffing Analysis Report
*-Includes materials as presented to
the FCGMA Board February 12, 2025.*

SUBJECT: Agency Staffing Analysis Report Presentation – (New Item)

RECOMMENDATION: Receive and file a presentation by Hallmark Group on the Agency Staffing Needs Analysis.

BACKGROUND:

Following your Board's discussion at the December 1, 2023ⁱ, meeting regarding future staffing needs of the Agency and the discussion at the January 12, 2024ⁱⁱ, meeting on Agency task prioritization, on March 27, 2024ⁱⁱⁱ, your Board directed an independent report be provided at the April 24, 2024, meeting on the Agency's staffing needs to accomplish the Board priorities identified at the January meeting.

To get an unconflicted opinion from outside the Agency, the Hallmark Group was contracted to identify the staffing needs to accomplish your Board's identified priorities, including efforts needed to comply with the LPV Judgment.

Your Board received a progress report on April 24, 2024^{iv}. Updates were subsequently given to the Executive Committee on June 20, 2024, and October 14, 2024^v. Through this process the scope grew to be comprehensive of all Agency staffing needs, beyond the priorities identified on January 12, 2024.

DISCUSSION:

Over several months in 2024, Hallmark Group held multiple interviews with Agency staff to understand responsibilities and staffing requirements. Agency staff supplied time estimates for tasks that were included within the work plan or within the task level shown in the Agency Work Task and Prioritization sheet (attached as Exhibit 20A). Using their understanding of public agency staffing and requirements imposed on groundwater sustainability agencies by the Sustainable Groundwater Management Act, Hallmark Group performed a qualitative assessment during staff interviews to develop appropriate task assumptions and reviewed this assessment against the final draft staff hours. Many additional activities were identified during the analysis, which were not identified in the original FCGMA Work Task and Prioritization sheet. These include, but are not limited to, supervision and personnel issues, process improvement, training, consultant management, strategic planning, grant proposals, stakeholder outreach, website management, and the financial management of

Item 20 – Staffing Analysis Presentation (*Revised to add exhibits*)
February 12, 2025

payments. Hallmark Group made an effort to identify and quantify the staff needs for these additional tasks.

Hours tracked by staff for billing the Agency was found lacking as a dependable source of data since overtime is not paid to salaried staff and is not tracked in the accounting system.

The estimates include some administrative tasks currently performed by consultants due to insufficient staffing levels, but they do not include consultants hired for their special expertise, such as groundwater modelers and hydrogeologists for writing the recently submitted periodic evaluations, or outside counsel for litigation. Fiscal services provided by the County are also not included in the estimates, which range from nuanced financial reporting to accounts receivable, audit support, and general accounting.

CONCLUSION:

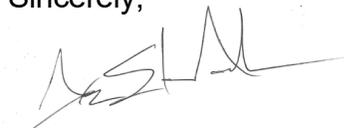
Hallmark’s report (*attached as Exhibit 20B*) estimates approximately 20 full-time equivalents (FTEs) are needed to arrive at a level of staffing necessary to accomplish the Agency’s work (*see also the FCGMA Staff Time Analysis spreadsheet, attached as Exhibit 20C*).

Currently, staff are only able to perform a subset of the tasks for the administration of the Agency, and the FTE identified to do this task subset is approximately 15 FTE. For context, at one point in 2024, the Agency was down to five staff members. As of today’s meeting, the Agency stands at eleven of twelve full-time positions filled.

Today, your Board will receive a presentation from Hallmark on the staff needed for the Agency to accomplish its responsibilities and implement your Board’s priorities.

This letter has been reviewed by Agency Counsel. If you have any questions, please call me at (805) 654-3942.

Sincerely,



Arne Anselm
Interim Executive Director

Attachments: Exhibit 20A – FCGMA Work and Task Prioritization
 Exhibit 20B – FCGMA Staff Analysis Report
 Exhibit 20C – FCGMA Staff Time Analysis Spreadsheet

ⁱ See 12/1/2023 meeting recording and Item 1 materials at <https://ventura.primegov.com/Portal/Meeting?meetingTemplateId=17783>.

ⁱⁱ See 1/12/2024 meeting recording and Item 2 materials at <https://ventura.primegov.com/Portal/Meeting?meetingTemplateId=17969>.

ⁱⁱⁱ See 3/27/2024 meeting recording and Item 10 materials at <https://ventura.primegov.com/Portal/Meeting?meetingTemplateId=18525>.

^{iv} See 4/24/2024 meeting recording and Item 3 materials at <https://ventura.primegov.com/portal/item?id=267170>.

^v See 10/14/2024 draft presentation given to the Executive Committee at <https://ventura.primegov.com/portal/viewer?id=368077&type=2>.

Exhibit 20A – FCGMA Board Meeting, 2/12/2025

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



STAFF REQUIREMENT ANALYSIS FOR THE FOX CANYON GROUNDWATER MANAGEMENT AREA

Revised: February 6, 2025

Scope of Work

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 Tasks and Prioritization” table for the end of the calendar year (9-months) and a full 12-month period.

Hallmark Group identified additional tasks that are required to run and operate the FCGMA. Findings were presented to the Executive Committee (EC) on June 20, 2024, and the EC directed Hallmark to include those additional tasks in the staff analysis.

At the EC meeting on June 20, 2024, the EC requested that all third-party efforts (underway or planned) doing the work that FCGMA staff would perform if sufficiently staffed were included in the analysis, and Hallmark worked with FCGMA staff to ensure those hours were included in the analysis.

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. Interviews were held with FCGMA staff to review staffing requirement assumptions and FCGMA supplied estimates for those subtasks that were rolled up to the task level shown in the FCGMA Work Task and Prioritization sheet and the additional tasks identified by the Hallmark Group and reviewed with the EC. Following the initial interviews, Hallmark Group reached out to staff regularly to receive additional information and further refine the analysis.

Hallmark Group requested staff provide estimates for tasks not initiated yet which are color-coded in blue. These include vacant positions and tasks not initiated by currently staffed positions.

Hallmark Group used its understanding of public agency staffing requirements to provide a qualitative assessment during staff interviews to develop appropriate task assumptions and in reviewing the final draft staff hours.

Report Considerations / Assumptions

- The estimates included in the report represent the hours necessary to operate the FCGMA, not the hours staff are currently working since historically, overtime is not tracked in the FCGMA system.
- The tasks listed in the FCGMA Work Tasks and Prioritization sheet do not include all the tasks required to manage and operate the FCGMA. Additional tasks were included for an accurate FCGMA staffing assessment.



Item 20B FCGMA Board Meeting, 2/12/2025



- OPV Adjudication is a new process and staffing estimate was based on Hallmark's experience as Watermaster in the Antelope Valley Adjudication.
- The analysis includes estimates for several vacant positions. However, since October 2024, staff have been onboarded, and hours may need to be refined for those staff.
- The analysis does not include indirect costs (i.e. office space, equipment, energy, or County overhead, etc.).
- County overhead (fiscal service, and ancillary IT support, etc.) is outside this scope of work and was not calculated as part of this analysis.

Conclusions

The detailed FCGMA staffing analysis is provided as Attachment 1 and key findings are provided below.

- Currently, staff is performing a subset of the required tasks for the administration of FCGMA, and the full-time equivalent (FTE) of this task subset is approximately 15 employees.
- The estimated level of staffing to perform all the required tasks (unimitated tasks and the additional identified tasks) is approximately 20 FTEs.
- Using employee rates that include employee benefits and overhead, the estimated staff costs to perform all required FCGMA tasks is \$5.7 million.

Potential Next Steps

- Refine staff analysis to reflect input from the EC and/or the Board
- Perform additional analysis to include FCGMA indirect costs
- Prepare a report that identifies total costs for operation of FCGMA

Item 20C - Addition to Revised Agenda Packet
FCGMA Board Meeting, 2/12/2025

B	C	D	E	F	G	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AF	AG							
118					16 Database design, additions, changes, testing						0.50				5.00							5.00	2.00	1.00	13.50	0.08									
119					17 Processing LPV BA payments & associated tasks						5.00		0.00	0.00	2.00							2.50	1.00		10.50	0.07									
120					18 LPV annual allocations																0.50	3.00	0.25	0.50	4.25	0.03									
121					19 Semi Annual groundwater extraction and use reporting															3.00	2.00	0.50	5.00	0.50	10.50	0.07									
122				i	FCGMA staff coordination/directing/testing for RGS										5.00										5.00	0.03									
123				ii	FCGMA staff response to stakeholder inquiries						4.00				1.00							0.50			5.50	0.03									
124				iii	RGS (consultant) developing reporting tool -- could be staff time										1.00							0.25			1.25	0.01									
125				iv	RGS inquiries										1.00										1.00	0.01									
126				v	Landowner Inquiries						2.00				1.00							0.25			3.25	0.02									
127					20 Process invoices for counsel, consultants					1.00															1.00	0.01									
128					21 Basin Assessment (Quarterly billing)																														
129				i	Develop invoices and send out (water use based on judgement), ensure permanent transfers are included						5.00														5.00	0.03									
130				ii	Processing / AR						5.00		15.00	15.00	2.00										37.00	0.23									
131					Landowner inquiries																	0.25			0.25	0.00									
132					Enforcement / penalty assessment																	0.25			21.25	0.13									
133				iii	Monthly status report/update to FCGMA Board					1.00															1.00	0.01									
134					22 PAC meetings every two weeks (3-6pm)											6.00						2.00	3.00	1.00	12.00	0.08	Monthly	2 meetings per month							
135					23 Review and potential response to PAC recommendation report																	0.25	4.00		4.25	0.03									
136					24 PAC draft memos for PAC consultation tasks not related to GSP and more policy as defined in judgment																	0.25			0.25	0.00									
137					25 Response reports to PAC recommendation report																	0.25			0.25	0.00									
138					26 PAC member replacement																	0.25													
139					27 Review and potential response (up to 16) to TAC recommendation report																		4.00		4.00	0.03									
140																																			
141		b			Basin Optimization Yield Study		x																	3.00	0.25	1.00	8.00	2.00	14.25	0.09	wkly	Every other week follow up with Jim/debrief (as needed)			
142																																			
143		c			Basin Optimization Plan		x																	3.00	0.25	1.00	4.00	2.00	10.25	0.06					
144																																			
145					2 OPV Adjudication																														
146		a			Discovery					1.00																16.00	0.10								
147					Process invoices for counsel, consulting counsel					1.00																	50.08	0.31							
148		b			OPV Watermaster Admin																					1.00	0.01								
149																										98.38						Rough estimate based on Antelope Valley			
150																																			
151	IV.				Ordinance			80.00		1.00	139.00	9.50	138.50	138.50	215.00	163.00	170.42	0.75	88.00	204.00	5.00	55.00	20.00	8.50	1436.17	8.98									
152					Well Registration																														
153		a			Unregistered wells																														
154		b			Owner and/or operator changes																														
155					1 Validate SWN / APN / Owner / Agent						0.00		2.00	2.00	5.00																				
156					2 Validate / Set Up Account Structure & network files						10.00																								
157					3 Review/New SAES & Outreach						5.00			5.00	5.00																				
158					4 Scan / File / Notes						10.00																								
159																																			
160					1 Semi-Annual Statements (SAES)																														
161		a			Programming and mailing																														
162					1 Design updates (ea. enhancement)																														
163					2 Develop business rules						2.00																								
164					3 Testing						2.00																								
165					4 Production / Mail						10.00	1.00	2.00	2.00	2.00																				
166																																			
167		b			Processing																														
168					1 Entering paper SAES						15.00	1.00	5.00	5.00	0.00		2.00																		
169					2 Review flowmeter photos						2.00		16.00	16.00	6.00		1.25	11.50																	
170					3 Review reported extractions						5.00		15.00	15.00	5.00																				
171					4 Payments (apply payment, generate receipt, fiscal report)						10.00	0.50	15.00	15.00	0.00																				
172					5 Refunds (research, memo, approval, adjustment receipt, transmittal)						5.00		2.00	2.00	1.00																				
173					6 Customer service, walk-ins, etc.						10.00	2.00	10.00	10.00	10.00																				
174					7 Deficiency reporting (research, correspondence, follow up)						2.00		35.00	35.00	30.00																				
175					8 CP Waivers (review, report, memo, adjustment, correspondence, records update)						2.00		10.00	10.00	15.00																				
176					9 CombCode changes (review permit conditions & owner approval, account / file setup, correspondence)						1.00		2.00	2.00	15.00																				
177					10 Surcharges						3.00		5.00	5.00	10.00																				
178					11 Supervisor/ Manager Follow-up/Review										5.00																				
179																																			

AGENCY Staffing Analysis Report

Item No. 20 – February 12, 2025

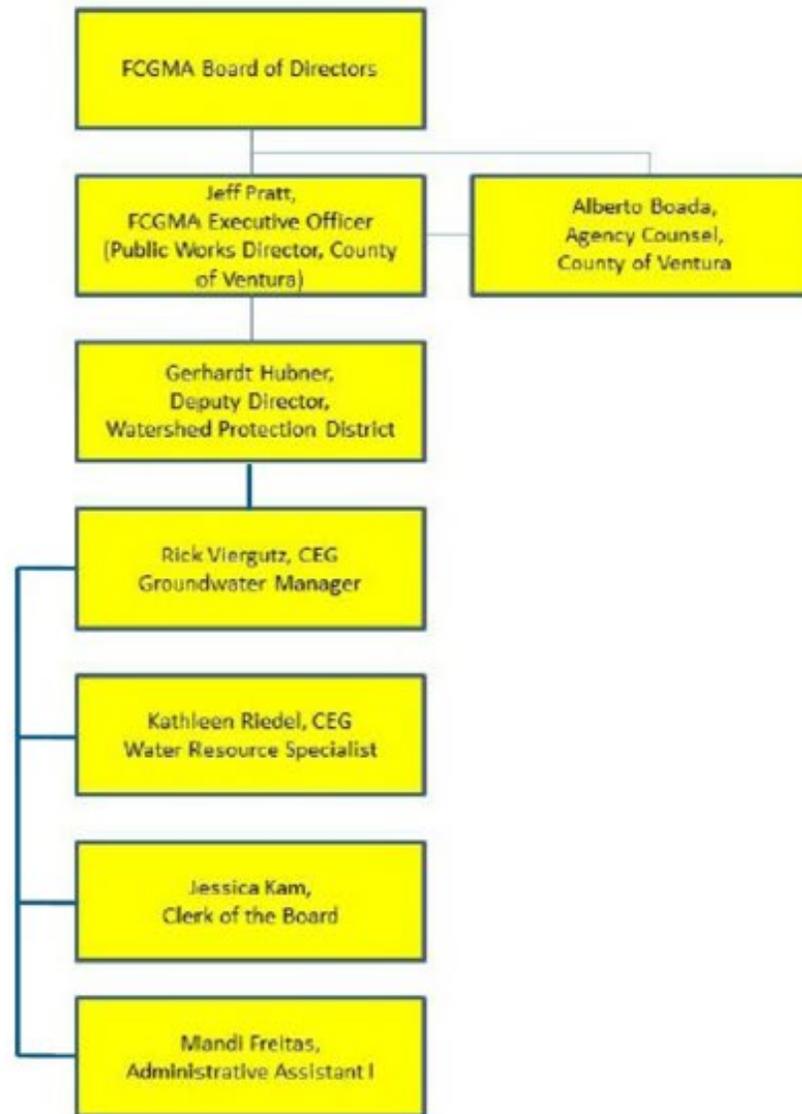


Arne Anselm
Interim Executive Officer

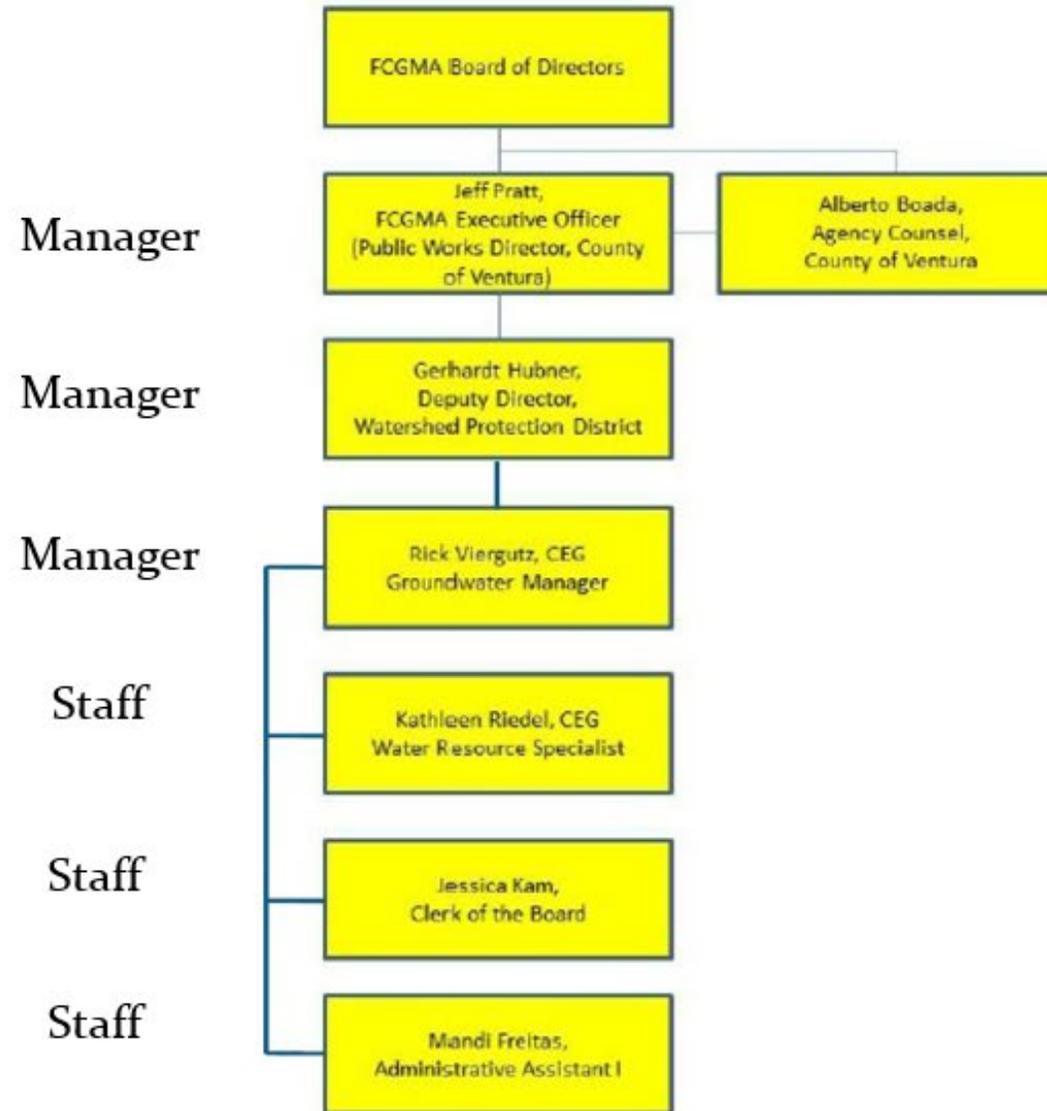
Background

- March 27, 2024, your board directed report on the agency's staffing needs to accomplish the board priorities identified at the January meeting.
 - Hallmark group was contracted to identify the staffing needs to accomplish your board's identified priorities, including efforts needed to comply with the LPV judgment.
- April 24, 2024. Progress report presented
- June 20, 2024, and October 14, 2024 updates to Executive Committee
- Increase understanding of agency functions grew to be comprehensive of all agency staffing needs, beyond the priorities identified on January 12, 2024.

2014

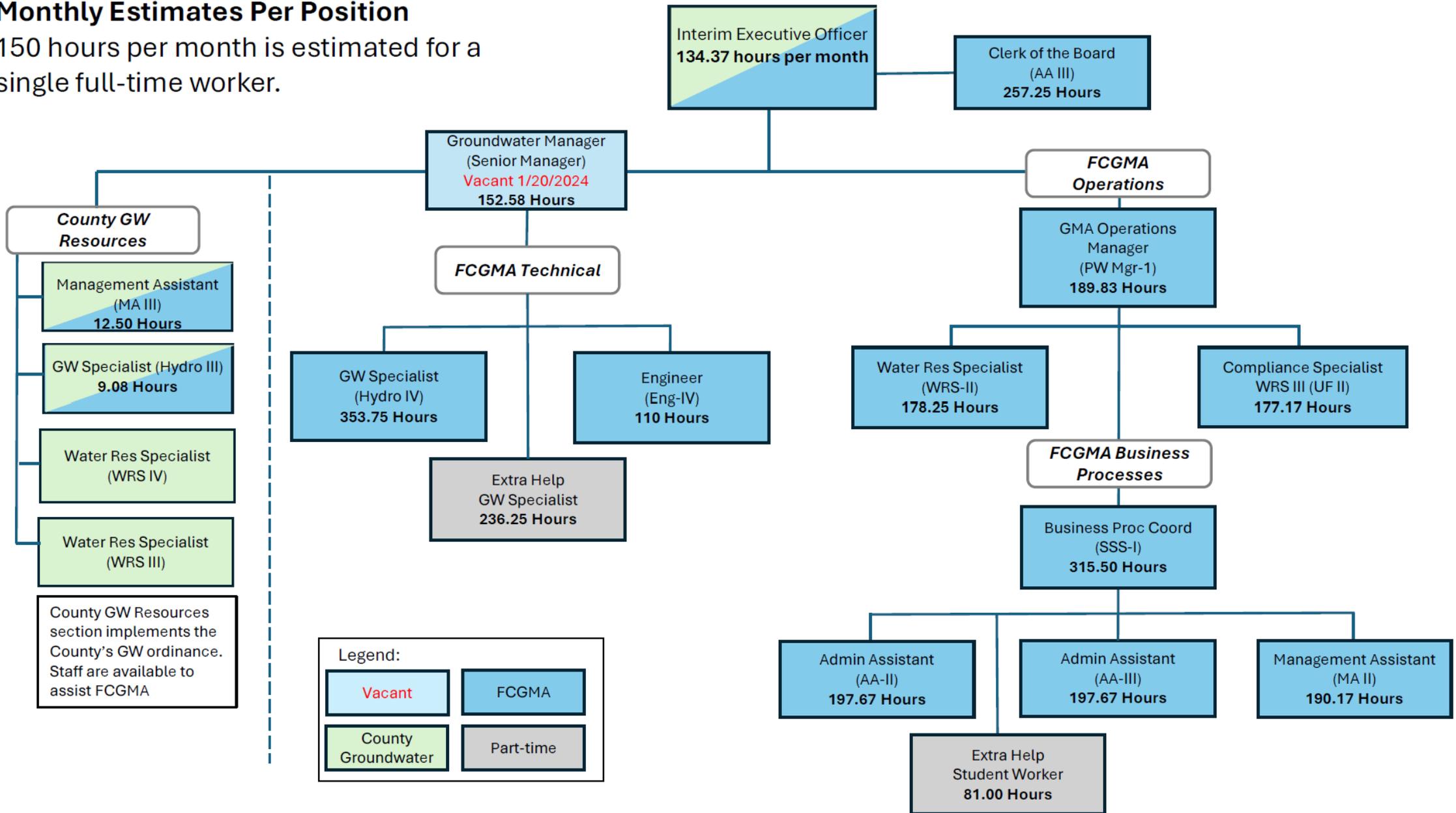


2014



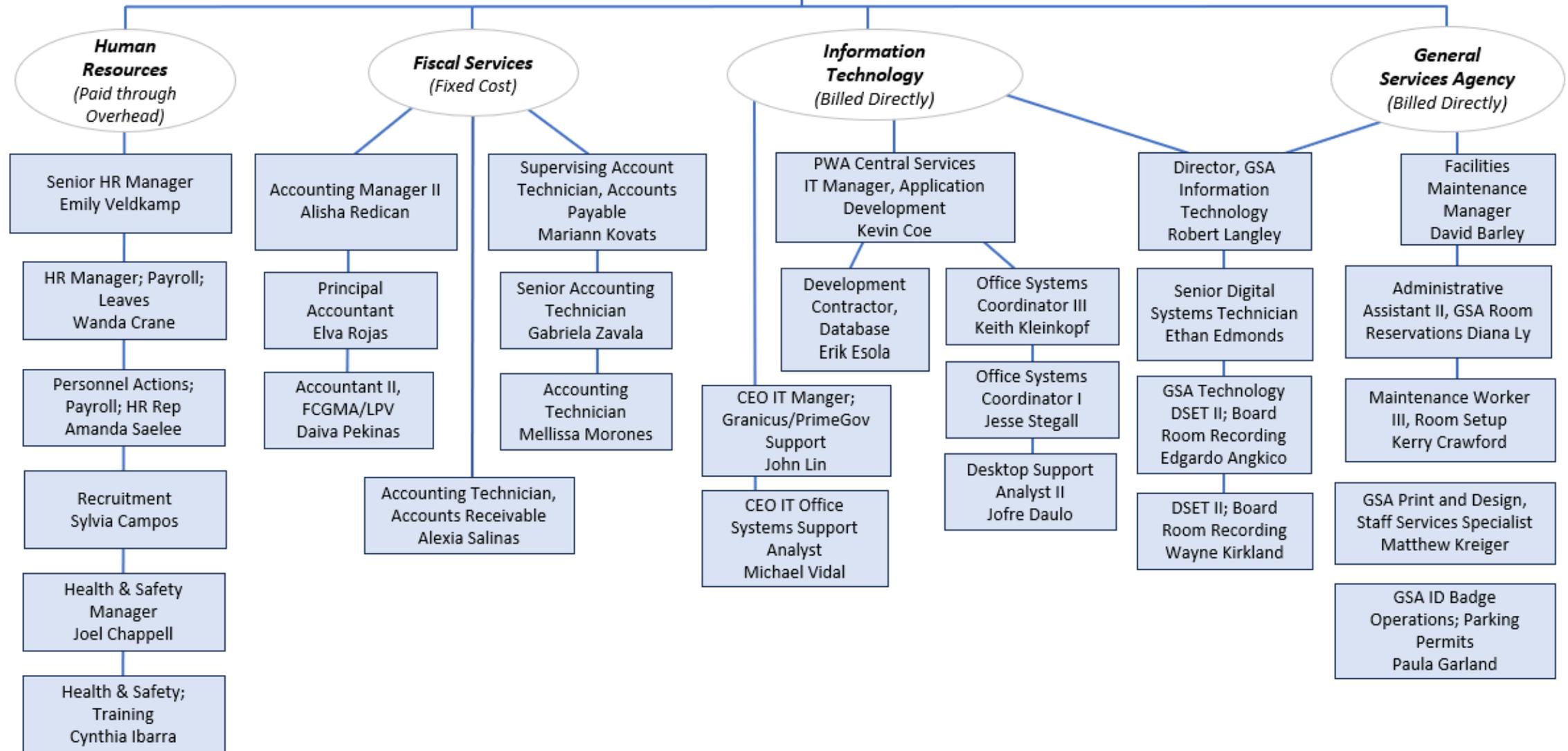
Monthly Estimates Per Position

150 hours per month is estimated for a single full-time worker.



Not included: supervision and personnel issues, process improvement, training, consultant management, strategic planning, grant proposals, stakeholder outreach, website management

County Services





STAFFING ANALYSIS FOR THE FOX CANYON GROUNDWATER MANAGEMENT AGENCY

Prepared by the Hallmark Group

February 2025

INTRODUCTIONS

- Jim Beck
- Taylor Blakslee
- Grace Bianchi

BACKGROUND

- April 2024 – FCGMA contracted Hallmark Group to perform staffing analysis
- June 20, 2024 – Presented preliminary FCGMA Staffing Analysis to Executive Committee (EC)
 - Received feedback on additional tasks to include and incorporating consultant time for staff work
- July - September 2024 – Met with staff to refine subtasks and estimates
- October 14, 2024 – Presented refined Staffing Analysis to EC for review

TODAY'S MEETING

- Provide an overview of the staffing analysis presentation on October 14, 2024
- Answer remaining questions

SCOPE OF WORK

- 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 Tasks and Prioritization” table for:
 - The end of the calendar year (9-months), and
 - Full 12-month period
- Additional tasks required to run and operate the FCGMA were presented to the Executive Committee (EC) on June 20, 2024.
 - The EC directed Hallmark to include those additional tasks in the staff analysis.

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.
 - Interviews were held with FCGMA staff to review staffing requirement assumptions and FCGMA staff supplied estimates for those subtasks that were included within the task level shown in the FCGMA Work Task and Prioritization sheet.
 - The additional tasks identified by the Hallmark Group and reviewed with the EC.
- Following the initial interviews, Hallmark Group reached out to staff regularly to further refine the analysis.
- Hallmark Group used its understanding of public agency staffing requirements to provide a qualitative assessment during staff interviews to develop appropriate task assumptions and in reviewing the final draft staff hours.

FCGMA Work Tasks and Prioritization				
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2. GSP Annual Reports	Periodic	Important	Urgent	2
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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

KEY CONSIDERATIONS

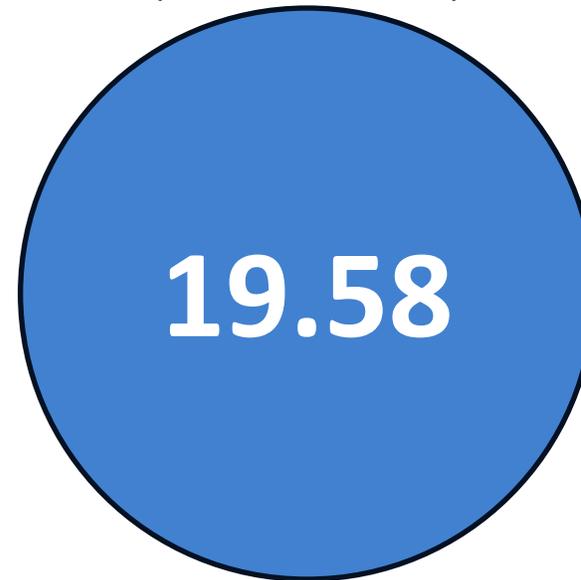
- The tasks listed in the FCGMA Work Tasks and Prioritization sheet do not include all the tasks required to manage and operate the FCGMA.
 - Additional tasks were included for an accurate FCGMA staffing assessment.
- Estimates in the report represent the hours necessary to operate the FCGMA, not the hours staff are currently working since historically, overtime is not tracked in the FCGMA system.
 - The estimates include tasks currently performed by third-parties due to insufficient staffing levels.
 - OPV Adjudication is a new process and staffing estimate was based on Hallmark’s experience as Watermaster in the Antelope Valley Adjudication.
 - The analysis includes estimates for several vacant positions. However, since October 2024, staff have been onboarded, and hours may need to be refined for those staff.
- The analysis does not include indirect costs (i.e. office space, equipment, energy, or County overhead, etc.).
 - County overhead (fiscal service, and ancillary IT support, etc.) is outside this scope of work and was not calculated as part of this analysis.

FTE REQUIREMENT

One-time tasks
Through End of 2024
(9-Months)



Recurring Tasks
Fiscal Year Period
(12-Months)



FTE REQUIREMENT

Ref. #	Task Description	Monthly Hours	Monthly FTE
	I.Board Meetings	303.50	1.90
	II.Legislation and Regulations	507.58	3.17
	III.Judgment and Litigation	468.29	2.93
	IV.Ordinance	1,436.17	8.98
	V.Resolution	102.25	0.64
	VI.Grant - SGMA Imp. Rd 1	134.91	0.84
	VII.Board Direction	63.37	0.40
	Additional Tasks	473.54	2.96
	TOTAL	3,489.61	21.81

SUBTASKS USED FOR FTE ANALYSIS

Ref. #	Task Description
I. Board Meetings	
1 Board meetings, agendas, minutes	
a	Maintaining mailing lists
b	Scheduling/Logistics/Board member follow-up (parking permits, Form 700 filings)
c	PM Monday meeting with EO
d	Agenda development
e	Board doc development/review
f	Develop financials and POB
g	Board presentation development
h	Board letter (drafts and reviews)
i	Board meeting
j	Board follow up/tasks
k	Pre and post debriefing board meetings
l	Contract modification follow-up (post Board direction)
m	Drafting, proofing, and (post-Board approval) filing amendments, resolutions; publishing on website
n	Filing NOEs, scheduling and publicizing hearings
o	Draft Minutes
p	Noticing meeting [Entering into PrimeGov, updating website, emailing notice, posting notice, mailing]
2 Committee meetings, agendas	
a	Agenda development
b	Committee doc development/review
c	Committee presentation development
d	Committee meeting
e	Committee follow up/tasks
f	Noticing meeting
II. Legislation and Regulations	
1 GSP 5-Year Evaluation	
i OPV	
a	PM with consultant
b	Review of 3 public workshop materials
c	Review United modeling summary as needed and meetings on EBB project
d	Process invoices for consultant
e	Fiscal processing (County staff dedicated [not full time])
f	Workshop promo / outreach Q&A / site logistics
g	Prep with Dudek (1 hr/wkshop)
h	Public workshop attendance (3hrs/workshop)
i	Request, file and forward data
j	Review draft reports
k	Staff upload to DWR portal

ii LPV	
a	Website updates (as-needed)
b	Noticing (email) for workshops, report drafts, etc.
c	Request and compile GW data (elevation, quality) and send to Dudek
d	Review draft GSP evaluation report
e	PAC draft memos for PAC consultation tasks related to GSP
f	Response reports to PAC recommendation report
g	TAC being assembled
h	TAC consultation (new uses, annual reports, basin optimization yield study, basin optimization yield)
i	Draft memos for TAC consultation related to GSP
j	Staff upload to DWR portal
k	Log, code, track and route invoices from counsel, consultants
2 GSP Annual Reports	
i OPV	
a	Coordinate with consultant on development
b	Review results with subcommittee
c	Public outreach (mailing, posting, develop comment matrix with staff response)
d	Process invoices for consultant
e	Request, file and forward data to consultant
f	Review draft reports
g	Staff prepare for and upload to DWR portal
ii LPV	
a	Coordinate with consultant on development
b	Review results with subcommittee
c	Public outreach (mailing, posting, develop comment matrix with staff response)
d	Process invoices for consultant
e	Request, file and forward data to consultant
f	Review draft reports
g	Staff upload to DWR portal
3 Annual Work Plan & Budget	
a	Draft/update workplan and budget
b	Budget mid-year review
c	Budget & cash flow development
d	Review with committee
e	Finalize budget (finalize, post on web, etc.)
f	Proof / format
g	Draft Proposed budget report
4 Biennial Audit	
a	Develop RFP and on-board audit firm
b	Staff interface on audit development
c	Staff review of audit report
d	Process invoices for consultant
5 PRAs	
a	Public Inquiries
b	Customer Inquiries

III. Judgment and Litigation	
1 LPV Adjudication Judgment	
a Watermaster Admin	
1	Initial mailout to recipients
2	PRAs
3	Budget and workflow
4	Maintaining Constant Contact/stakeholder lists
5	Customer inquiries
6	Change of extraction, well replacement (new-replacement)
7	Data analysis missing wells database vs judgment
8	WMID confirmations and changes
9	Transfers, Overuse
10	Carryover
11	Delinquencies and enforcement
12	Watermaster webpage, design, content & review
13	Noticing and update watermaster site (PAC and TAC develops agendas and minutes)
14	Developing database specifications for LPV reporting and testing, invoices
15	Develop Extraction and Monitoring tool for LPV reporting
16	Database design, additions, changes, testing
17	Processing LPV BA payments & associated tasks
18	LPV annual allocations
19	Semi Annual groundwater extraction and use reporting
	i FCGMA staff coordination/directing/testing for RGS
	ii FCGMA staff response to stakeholder inquiries
	iii RGS (consultant) developing reporting tool -- could be staff time
	iv RGS inquiries
	v Landowner inquiries
20	Process invoices for counsel, consultants
21	Basin Assessment (Quarterly billing)
	i Develop invoices and send out (water use based on judgement), ensure permanent transfers are included
	ii Processing / AR
	iii Landowner inquiries
	iv Enforcement / penalty assessment
	v Monthly status report/update to FCGMA Board
22	PAC meetings every two weeks (3-6pm)
23	Review and potential response to PAC recommendation report
24	PAC draft memos for PAC consultation tasks not related to GSP and more policy as defined in judgment
25	Response reports to PAC recommendation report
26	PAC member replacement
27	Review and potential response (up to 16) to TAC recommendation report
b Basin Optimization Yield Study	
c Basin Optimization Plan	
2 OPV Adjudication	
a Discovery	
i	Counsel litigation
ii	Process invoices for counsel, consulting counsel

SUBTASKS USED FOR FTE ANALYSIS

IV. Ordinance
1 Well Registration
a Unregistered wells
b Owner and/or operator changes
1 Validate SWN / APN / Owner / Agent
2 Validate / Set Up Account Structure & network files
3 Revised/New SAES & Outreach
4 Scan / File / Notes
2 Semi-Annual Statements (SAES)
a Programming and mailing
1 Design updates (ea. enhancement)
2 Develop business rules
3 Testing
4 Production / Mail
b Processing
1 Entering paper SAES
2 Review flowmeter photos
3 Review reported extractions
4 Payments (apply payment, generate receipt, fiscal report)
5 Refunds (research, memo, approval, adjustment receipt, transmittal)
6 Customer service, walk-ins, etc.
7 Deficiency reporting (research, correspondence, follow up)
8 CP Waivers (review, report, memo, db adjustment, correspondence, records update)
9 CombCode changes (review permit conditions & owner approval, account / file setup, correspondence)
10 Surcharges
11 Supervisor/ Manager Follow-up/Review
12 Non-Reporters
13 Outreach
14 Scanning & filing
3 Well Permit Applications
a Review for completeness, process applications (including research, and analyses)
4 Allocation Transfer Requests
a Variances - review for completeness, process applications (including research, and analyses)
b Transfers - review for completeness, process applications (including research, and analyses)

5 Flowmeters & AMI
a Calibration review and processing
b Flowmeter replacement, rollover
c AMI data management
d NOVs
e Annual Flowmeter Exemptions
f Domestic AMI Exemptions
h Groundwater Estimate Analysis
i Data Management System Meetings
6 Owner and/or operator changes
a Current monthly effort (what's happening)
b Backlog (est. of hours for monthly)
7 Compliance/Enforcement
a Mail meter calibration notices, NOVs, and letters.
b Non-Reporting
c Failure to register change of owner/operator
d Flowmeter calibration
e AMI
f Late/Non-Reporters
1 Follow up with non-reporters
2 Access Civil Penalties
3 Data Entry (and billing) into FCGMA Online
4 Recommendation to EO for enforcement action
5 Process civil penalty
6 Process multi-reporting period civil penalty waiver request letters,

V. Resolution
1 Conejo Creek Project
2 NPV Desalter
3 GREAT / RWPA Program
4 Credits
5 Board Approved Projects
6 Update Resolutions (including project resolutions)
VI. Grant - SGMA Imp. Rd 1
1 OPV monitoring well installation
a Process consultant invoices
b Construction support (Dudek)
c Task and information administration
2 Subgrantee awards to UWCD, PVCWD, Camarillo
a Process consultant invoices
3 Quarterly reports
a Collect, review invoices and develop invoice package
b Grant closeout reports (final deliverables, etc.)
c Post-grant performance reports
4 Grant -Follow-up Compliance
5 GSP Implementation
a Monitoring well installation and follow-up monitoring
b Meetings, studies, analyses
c Process consultant invoices
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
- b FCGMA general strategy/planning
- c Legal counsel *overhead task, not included in the analysis
- d HR / Personnel Issues
- e Insurance Renewal
- f Grant Proposals
- g PRA Response
- h State Trainings/workshops
- i Departmental development
- j IT Support

2 Outreach

- a Monthly time for stakeholder support
- b Website update and hosting
- c Mailings / Notices
- d Workshops

3 Financial Management

- a FCGMA Monthly Invoicing & Financials
- b Audit Coordination
- c Budget Development

4 New / Replacement Well Review (AB 2079)

5 Clerk Specific

6 Other Tasks (see Article 5 of Assembly Bill No. 2995)

7 Future Tasks

CONCLUSIONS

- Currently, staff is performing a subset of the required tasks for the administration of FCGMA, and the full-time equivalent (FTE) of this task subset is approximately 15 employees.
- The estimated level of staffing to perform all the required tasks (unimitated tasks and the additional identified tasks) is approximately 20 FTEs.
- Using employee rates that include employee benefits and overhead, the estimated staff costs to perform all required FCGMA tasks is \$5.7 million.

POTENTIAL NEXT STEPS

Hallmark Group recommends the following potential next steps:

- Refine staff analysis to reflect input from the EC and/or the Board
- Perform additional analysis to include FCGMA indirect costs
- Prepare a report that identifies total costs for operation of FCGMA