

RICHARDSON'S BAY REGIONAL AGENCY

STAFF REPORT

For the meeting of January 13, 2022

To: Board of Directors
From: Steve McGrath, Interim Executive Director
Subject: Staffing the Agency

STAFF RECOMMENDATION:

Motion:

Approve the staff recommendations with the accompanying organizational structure, as may be amended based on Board discussion and public input;
Direct staff to develop and return to this Board with job descriptions and salary recommendations as necessary.

DISCUSSION:

For approximately twenty years, the RBRA was staffed by a sole Harbor Administrator under contract with the County of Marin. In the middle of 2019, the then Harbor Administrator received authorization to hire a part time assistant. That position, Assistant Harbormaster, was eventually made full time and the position was filled at the end of 2020. The Harbormaster (previously titled Harbor Administrator) left in October 2021, and the Assistant was made Acting Harbormaster. Also in October 2021, the RBRA entered into an agreement with Regional Government Services (RGS), as a part of which agreement, RGS provided the services of an Interim, part-time Executive Director.

In August of 2021, the RBRA entered into a Settlement Agreement (SA) with the Bay Conservation and Development Commission (BCDC). This SA required certain administrative, regulatory and enforcement actions over the course of the next five years (through October 15, 2026). Current staff is insufficient to implement the mandates of the SA with BCDC.

The RBRA has been administratively supported by the County of Marin, Community Development Agency, under a contract between the two agencies. (A portion of the contracted administrative support in the past ranged from Board Clerk services to a quarter-time Executive Director.)

The RBRA currently budgets for 2.5 full time equivalents (FTEs): Part-time Executive Director, full-time Harbormaster, full-time Assistant Harbormaster, plus additional non-specific administrative support from the County.

RECOMMENDATIONS:

Staff has reviewed the current staffing levels and projected needs and makes the following recommendations:

Executive Director:

The current Interim Executive Director is contracted part-time through Regional Government Services (RGS) and the regular business of the RBRA is only being managed by additional executive level support from the County.

To properly administer the regular business of the RBRA, communicate effectively with the Board, the public and partner agencies and stakeholders, manage grants and contracts and ensure proper and timely implementation of the mandates of the SA, the RBRA needs more executive level resources.

Staff recommends that the Executive Director be a full-time position, under contract with RGS.

Harbormaster:

The Harbormaster (HM) position is currently contracted through the County, budgeted at full-time, and filled in an acting capacity.

Staff recommends filling this HM position as-is on a permanent basis, under contract with the County.

Assistant Harbormaster:

This position is contracted through the County, budgeted at full-time, and currently vacant. The Harbormaster spends approximately 50% of the time underway on the water, and these are the hours during which the support of an Assistant Harbormaster (AHM) is most useful. The administrative functions necessary for the duties of the Harbormaster's office, previously performed by the AHM (e.g grants tracking and management) can be more efficiently performed

by an administrative assistant. For public safety and the proper enforcement of local, state and federal regulations, the AHM should be a sworn peace officer. This position could be contracted through the Sheriff's office or through one of our member agencies.

Staff recommends that the AHM position be a half-time sworn peace officer, under contract with a member agency.

Administrative Assistant:

Administrative support for the RBRA is provided through a contract with the County Community Development Agency (CDA). This support provides for the preparation and distribution of Board packages, web and digital services and other non-fiscal support.

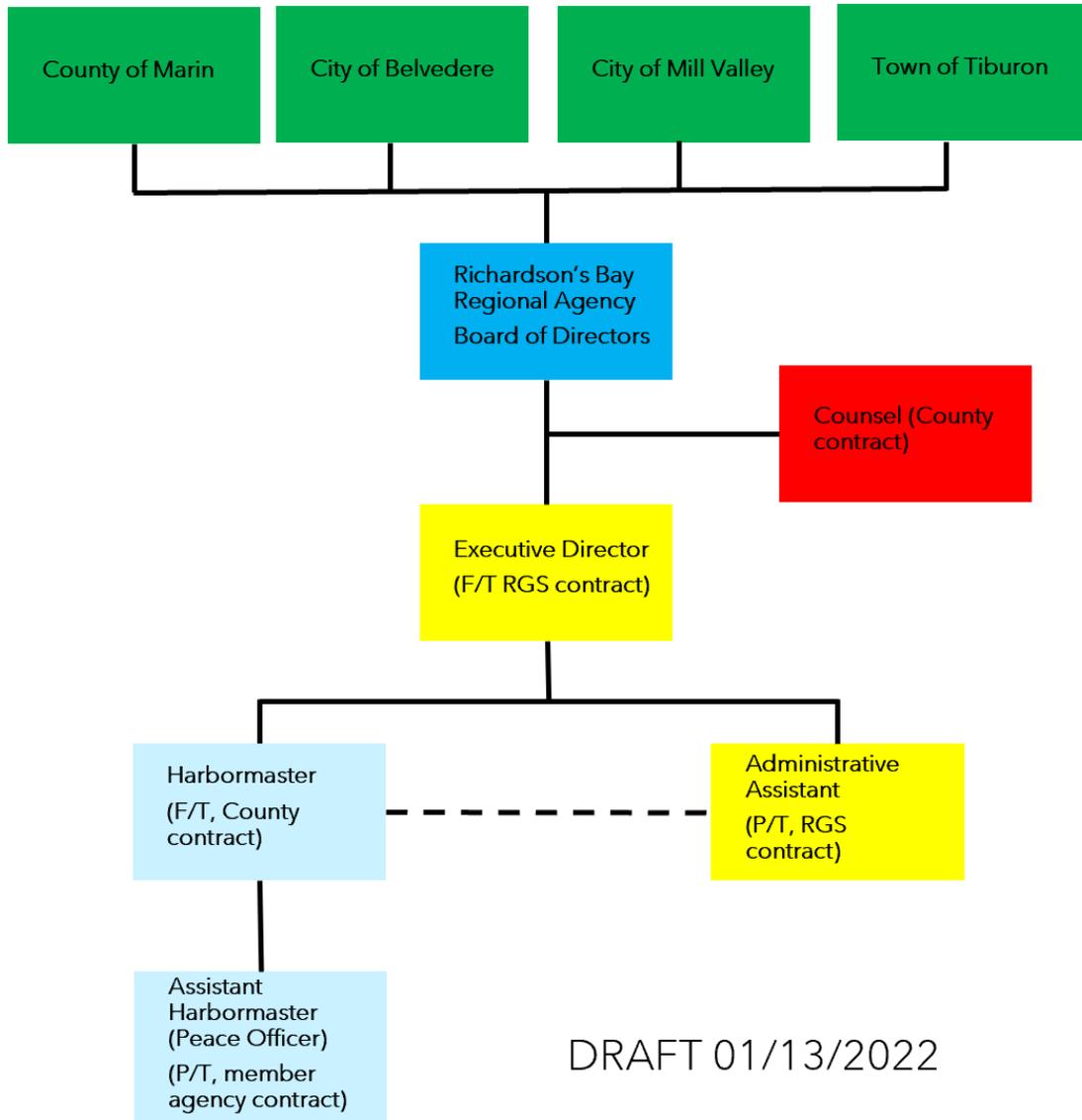
Fiscal support is similarly provided through a contract with the CDA. This support provides tracking of revenues and expenses, accounts receivable and payable, the necessary financial statements, support to the auditor and preparation of the budget. This support is necessary and appropriate as the County is the fiduciary agent for the RBRA and receives and disburses all funds on behalf of the RBRA.

Staff believes the RBRA is well served by the County's management of the Agency's finances and recommends no changes. Staff also believes though that the Agency would be well served by the services of a contracted, part-time administrative assistant providing support to both the ED and the HM. This should result in a decrease in the annual cost of the County support contract.

Staff recommends that RBRA engage a half-time administrative assistant, reporting to the ED, under contract with RGS.

It should be noted that in 2027, given the implementation of all the mandates in the SA, staffing could be reduced significantly. The functions of a well-organized RBRA could perhaps be performed by a full-time Executive Director/Harbormaster and a part-time administrative assistant (1.5 FTEs), with continuing fiduciary support from the County.

In summary, the structure of the Agency would thus be as follows, with three FTEs, an increase of 0.5 FTE over the current budgeted structure:



FISCAL IMPACT:

Currently, the Agency has budgeted for 2.5 FTEs. The above organizational structure, if approved, comprises 3 FTEs. The increased budget impact would come mostly from the expansion of the Executive Director's role to full-time. The exact nature of the fiscal impact is primarily dependent on the final salary range for the Executive Director and the contract negotiation with RGS.