

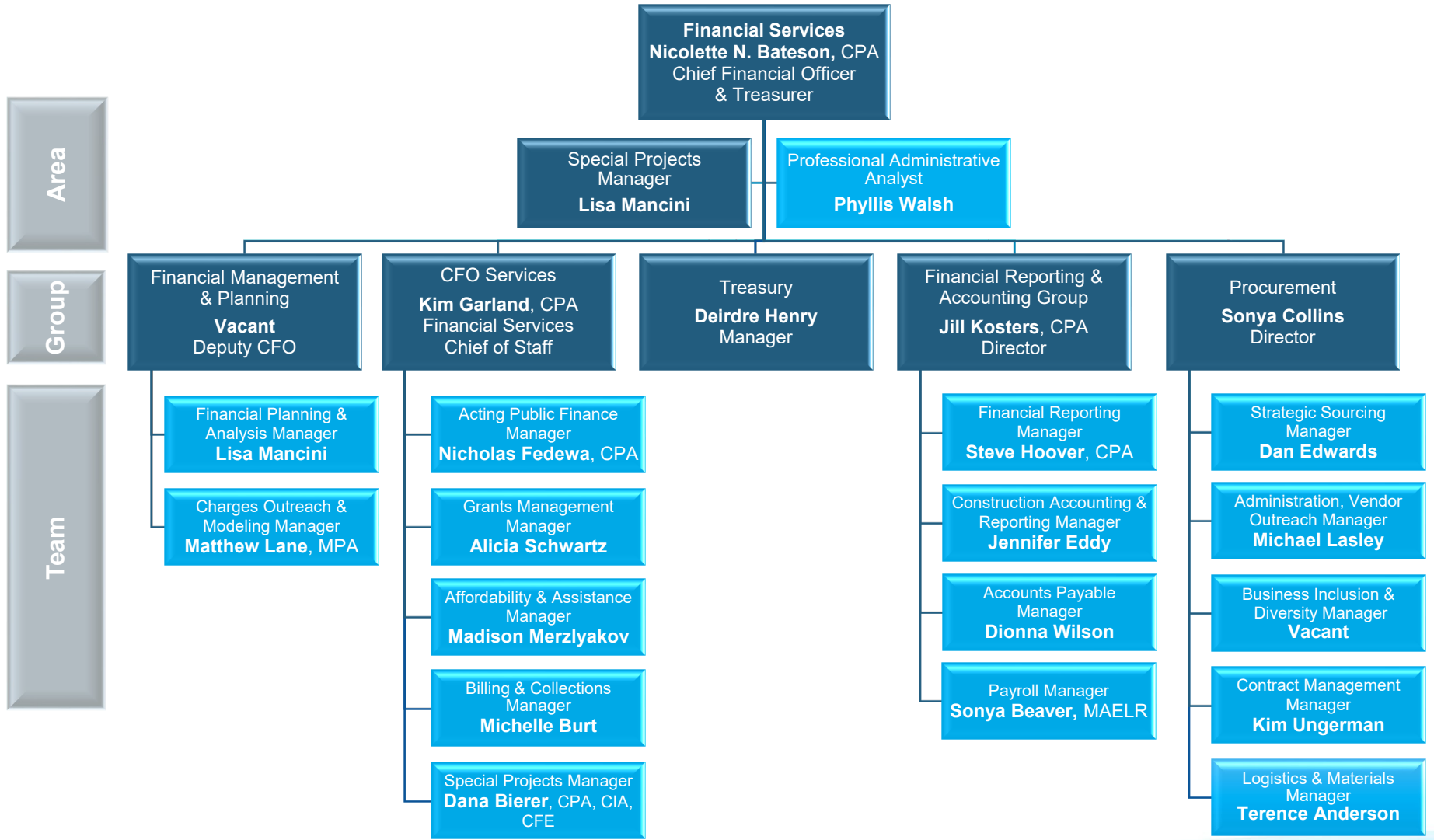


Financial Services Area *Update: Organization Chart*

Audit Committee Meeting
December 16, 2022



Financial Services Area – Five Groups



Financial Services Area Staffing

This is the “Staffing Plan” for the Financial Services Area (FSA) with position count. Three of the positions are part-time.

In 2021, a reorganization began to align the FSA by niche expertise and correct an unmanageable span of control for the CFO/Treasurer. This was one significant step toward achieving the above goals. The next step is filling the vacancies.

As of December 1, 2022, 24 of 124, or 19% positions are vacant. Some positions have been posted for over one year.

Operating Area and Team	Cost Center	Current Adjusted FY 2023	FY 2024 Proposed	Percent
Financial Services Area	FSA	124	126	100%
Chief Financial Officer & Treasurer	884001	5	5	4%
CFO Services	884141	15	17	13%
Treasury	884131	3	3	2%
Financial Management & Planning	884113	12	12	10%
Financial Reporting & Accounting	884111	29	29	23%
Procurement Director	884121	36	36	29%
Logistics and Materials	884124	24	24	19%

Some of the challenges in recruiting are niche expertise requirements for the nature of GLWA Financial Services Area transaction volume, technical requirements, and demand for change leadership.

Contractual services are sometimes used to manage workload.

Financial Services Area Staffing - continued

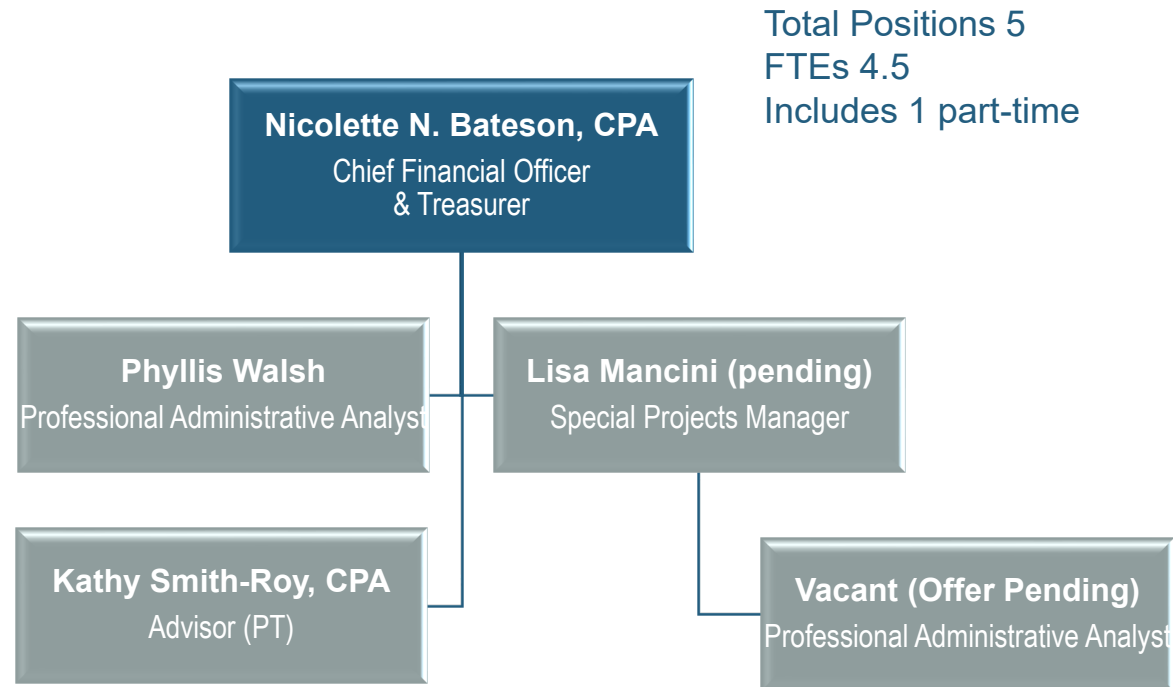
The strategic focus in staffing the Financial Services Area (FSA) is on succession planning and in-sourcing to achieve sustainability. One such example is the goal of in-sourcing the annual cost of service study during FY 2024.

As GLWA has matured, new functions have also matured which drive staffing levels – such as Affordability & Assistance, Business Inclusion & Diversity, and Grants Management.

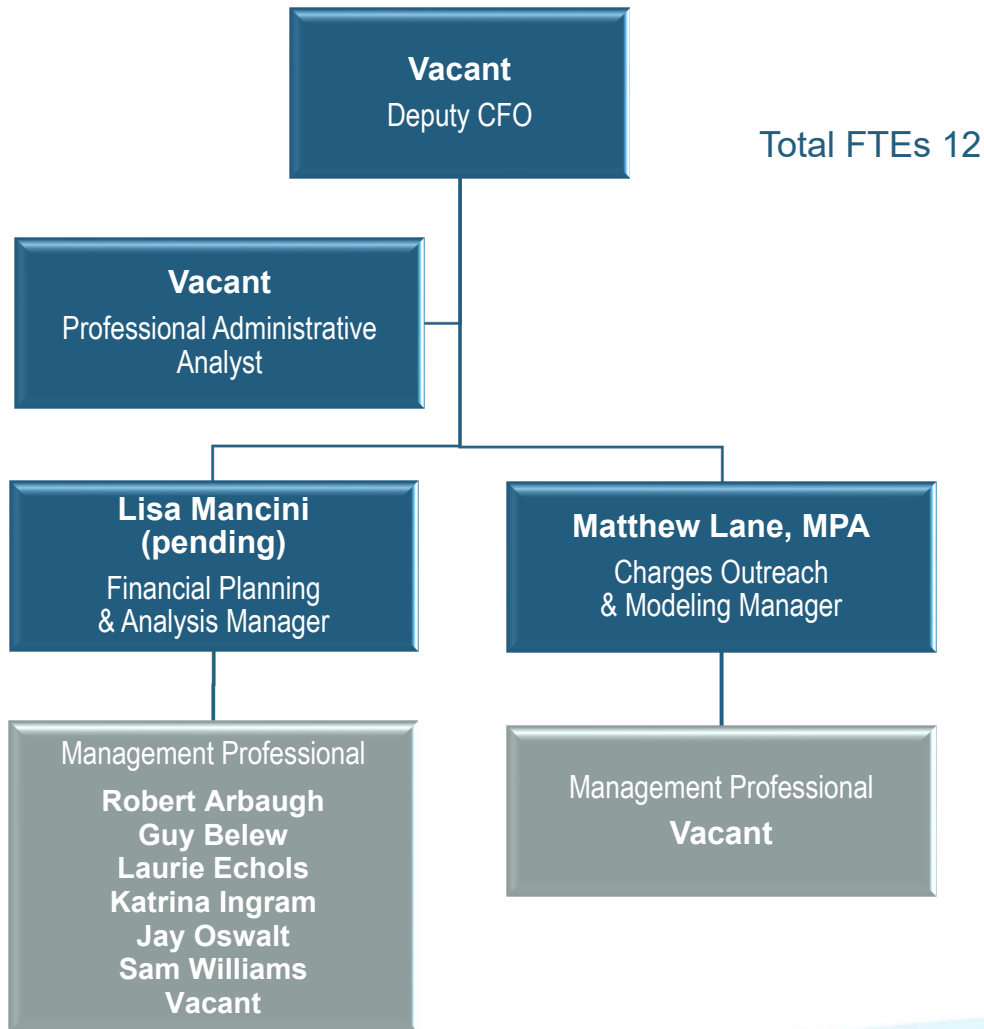
On Day 1 of the operational start-up of the GLWA (January 1, 2016), the FSA staffing for the new organization was nearly 60% vacant. Building a team, documenting processes, and rolling out new technology has been a high priority. That said, institutional knowledge rests with a relatively low number of team members and consultants that serve GLWA and support crossover functions with DWSD. Hence the emphasis on in-sourcing some tasks.

Year Hired	Percent of Team
2016	31%
2017	12%
2018	8%
2019	11%
2020	3%
2021	8%
2022	8%
Future	19%
Total	100%

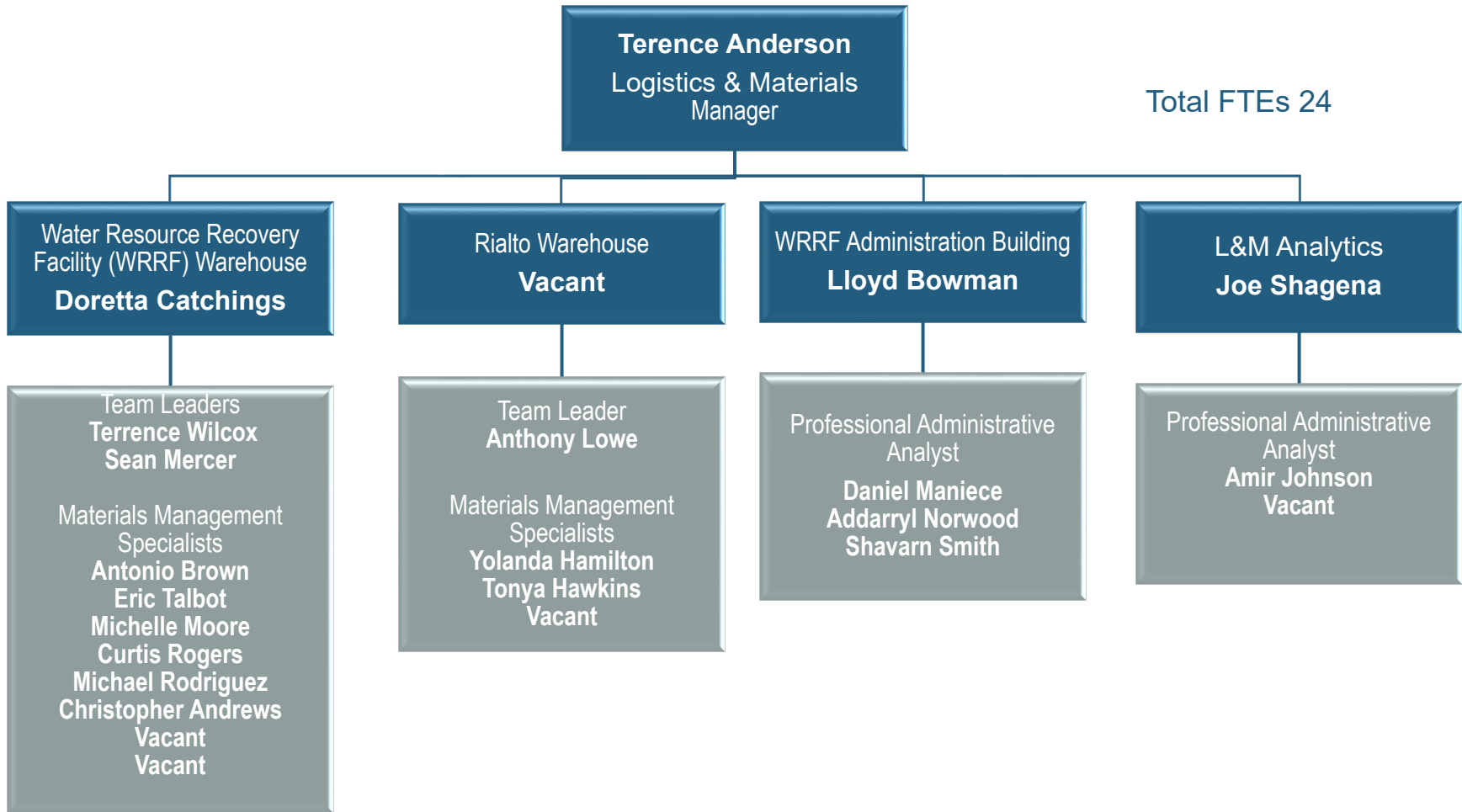
Office of the Chief Financial Officer



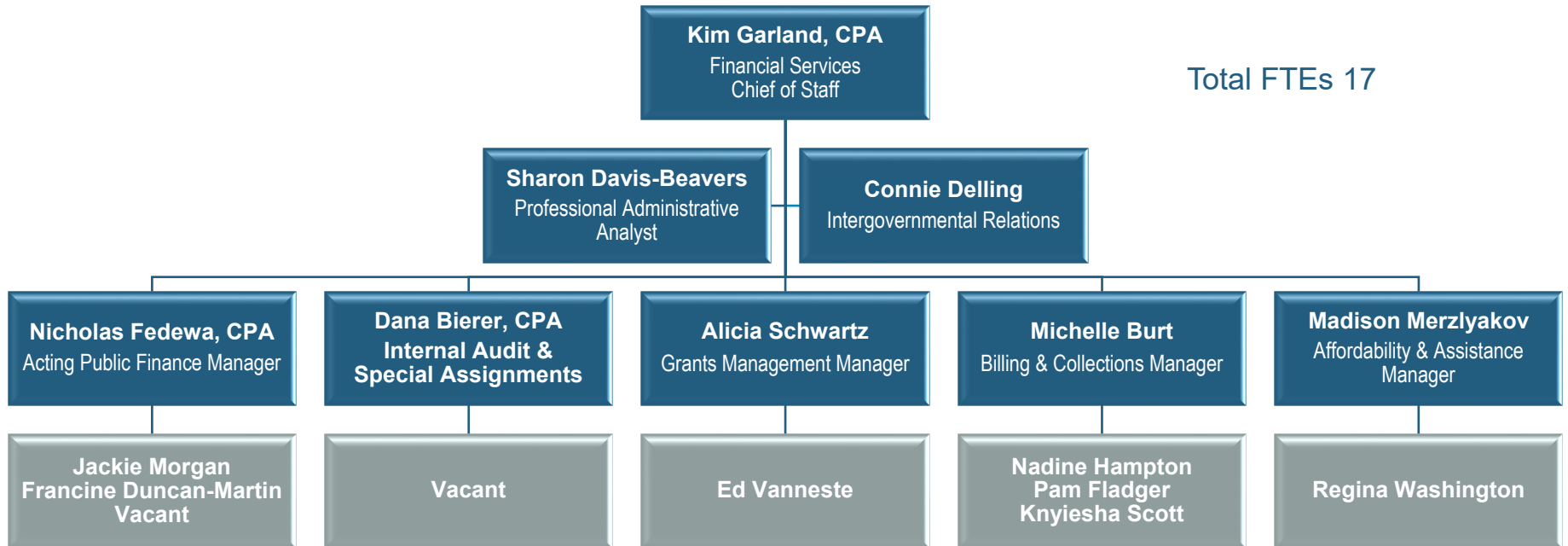
Financial Management & Planning Group



Logistics & Materials Team

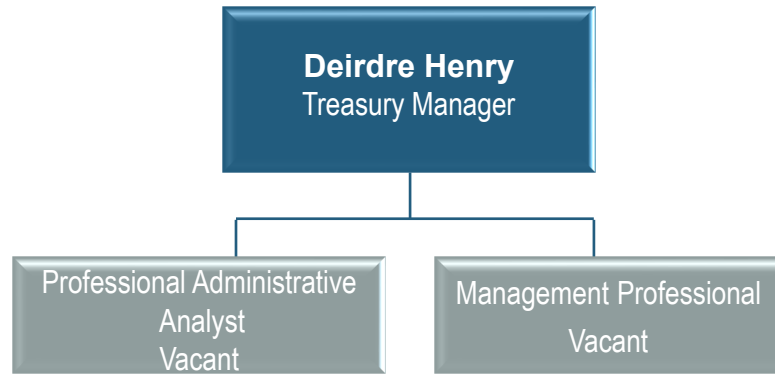


CFO Services Group

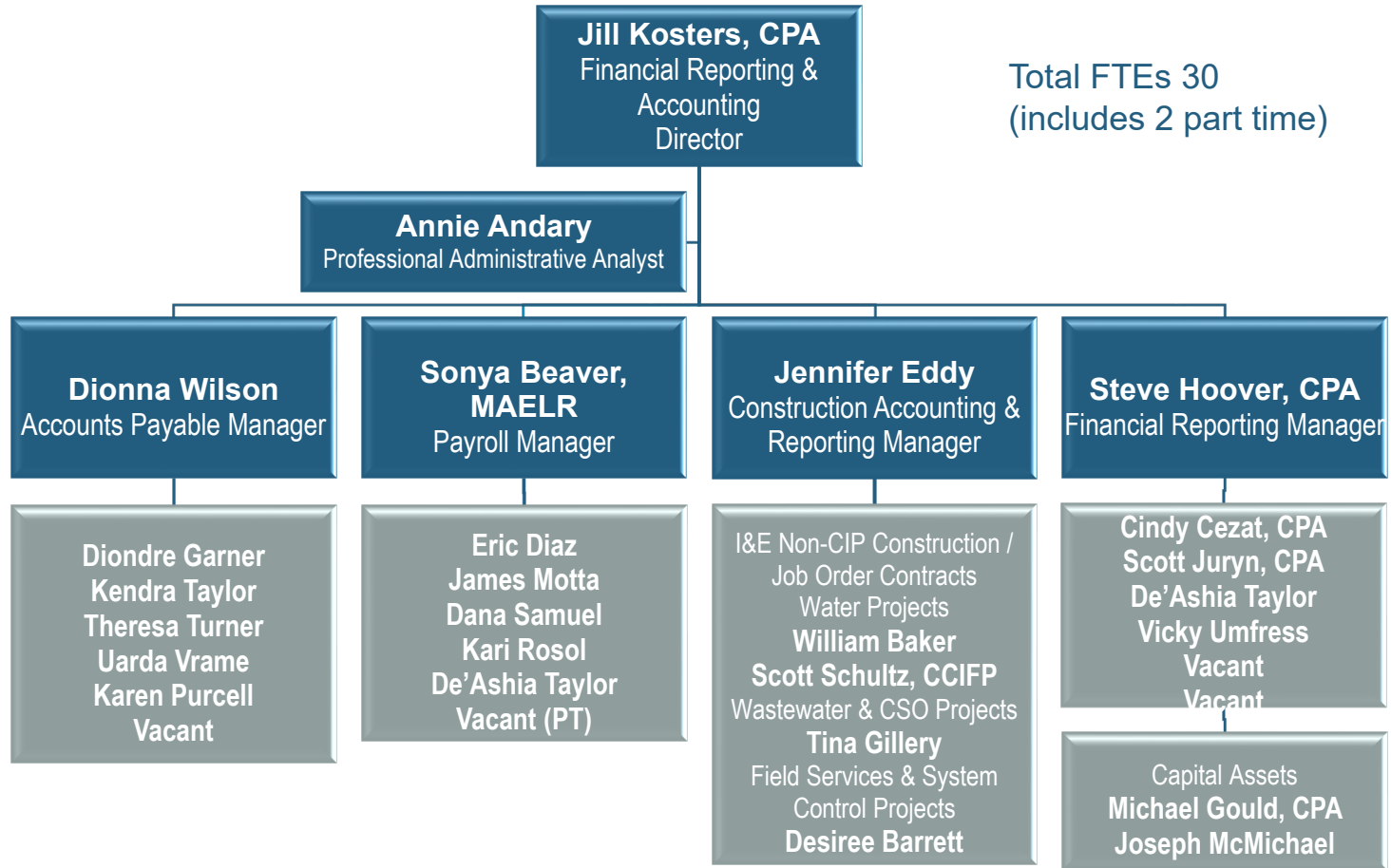


Treasury Group

Total FTEs 3



Financial Reporting & Accounting Group



Procurement Group

Total FTEs 35

