



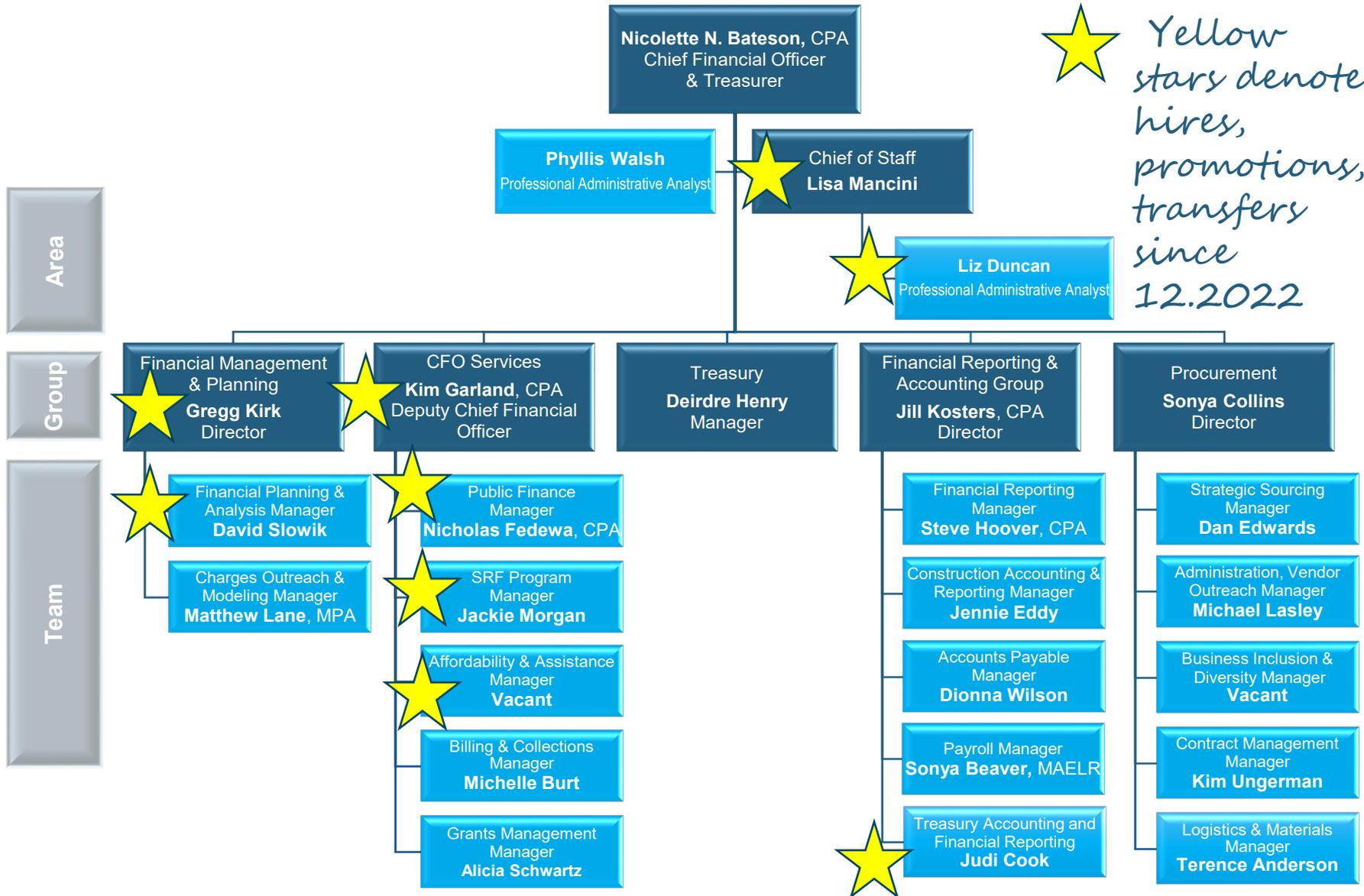
Financial Services Area Org Chart Audit Committee

December 15, 2023



Financial Services Area – Five Groups

 *Yellow stars denote hires, promotions, transfers since 12.2022*



Financial Services Area Staffing

This is the “Staffing Plan” for the Financial Services Area (FSA) with position count. In 2021, a reorganization began to align the FSA to address an unmanageable span of control for the CFO/Treasurer and to advance succession planning objectives. Challenges in recruiting are niche expertise requirements for some Financial Services Area positions. Despite that, there are several points of good news.

- ✓ As of December 1, 2023, only 10 of 126, or 8%, positions are vacant. Some positions have been posted for over one year. This is, however, a reduction from 19% a year ago.
- ✓ Contractual staffing services have been eliminated to manage workload despite an ERP and EAM implementation underway.
- ✓ Recruiting for Materials Management Specialists is an area of continuous turnover, but at a much slower pace than last year. At some points during the year, 100% of those positions were filled.

Cost Center - Description	Cost Center	FY 2023 Budget	FY 2024 Budget	FY 2024 Shifts	Vacant Positions	Vacant %
Chief Financial Officer & Treasurer	884001	5	5	5	-	-
CFO Services	884141	15	17	18	2	11%
Treasury - 884131	884131	3	3	3	-	-
Financial Management & Planning	884113	12	12	12	1	8%
Financial Reporting & Accounting	884111	29	29	28	2	7%
Procurement Director	884121	36	36	35	4	11%
Logistics and Materials	884124	24	24	25	1	4%
Total		124	126	126	10	8%

The above count is number of positions. Included in the count are two part-time positions. Internship positions are excluded from the count.

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.

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

We are also focused on reducing reliance on contracted services for day-to-day and reserving the use of contractual services where appropriate – whether workload or independent expertise.

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 there is an emphasis on in-sourcing tasks, investing in professional development, and promoting from within to build on contextual knowledge of the organization and operations for the future.

Current FSA Staffing

Year Hired	Percent
2016	33%
2017	12%
2018	8%
2019	12%
2020	3%
2021	8%
2022	9%
2023	16%
Total	100%