



ADDITIONAL FTE REQUEST

DEPARTMENT: Finance

The Finance Department is requesting one additional full-time employee with an annual cost, including benefits in the amount of \$80,500. Support for this request is as follows.

CHRONOLOGY:

In February 2010, there was an FTE of 4.0 people within the Finance Department. We increased to 5.0 in March 2011. We remained at that staffing level until July 2017 when we increased our staffing by .6 FTE but we also took on the Human Resources role at that time. The staffing level in finance remains at 5.0 FTE for accounting and 0.6 FTE for HR for a total of 5.6 FTE. Therefore, the staffing capacity for financial accounting has remained consistent for more than 7 years.

GROWTH IN THE CSR:

Since 2010, the following functions have been added to the services provided by the CSR:

- Copperview Haven Water (subsequently consolidated with Sorrento Water)
- Sorrento Waterworks
- Waverly Park Water
- Galena Shores Waterworks
- Anglemont Waterworks
- Sunnybrae Waterworks
- Cottonwoods Waterworks
- Lakeview Place Water (an extension of Cedar Heights Waterworks)
- An extension of the South Shuswap LWMP
- North Shuswap LWMP
- Seymour Arm LWMP
- Area E LWMP
- Fireworks/Firecrackers
- Dangerous Dogs (Area F)
- Shuswap Watershed Council
- Sub-regional Building Inspection (Areas B, E and now C)
- Rail Trail Corridor
- Annis Bay Fire

All of these functions have a direct implication for finance in terms of budgets to be managed; tax requisitions to be balanced; staff to be paid; and, invoices to be received and paid. Additionally, many of these functions also have user fees to be billed, parcel taxes to be prepared, and grants to be reported on.

SIGNIFICANT CHANGES WITHIN THE CSRD:

In addition to the new services provided within the CSRD, there have also been significant changes in other functions that affect the work within the Finance Department. Some of the most significant include:

- Further breaking down budgets into separate divisions (administration, recycling, bylaw enforcement, fleet, regional fire, regional water, and tourism);
- Climate Action – this involves recording and reporting all carbon taxes, and using the Smart Tool Software to ensure that the CSRD maintains its carbon neutrality;
- Monthly fire payroll – the transition from a true volunteer fire department to the paid on call fire departments mean that we have to pay 300+ fire fighters on a monthly basis;
- Expansion of programs at the landfills – with several revenue streams and advanced recycling initiatives there is significantly more data to capture and reporting to be done especially with regards to MMBC and Green By Nature;
- Implementation of new scale software at the landfills requiring significant staff time for training and scale site assistance. In addition, contractor and staffing turnover at the landfill sites has been quite high recently, with current contracts set to expire next year. New contractors will require a significant amount of new training to be provided by finance staff;
- New stewardship programs within the landfills that all require additional financial reporting such as Green by Nature and MAR (Major Appliance Recycling);
- Additional PSAB requirements for financial reporting which go beyond the Tangible Capital Assets and include recording revenue on parkland deferrals, liability for contaminated sites and landfill closure and post-closure liabilities;
- The expansion of categories under the Community Works Funds Agreement means that there are far more projects with a wider range of scope. This results in more applications, more reporting and more investigation;
- Expanded assistance to the Shuswap Emergency Program in terms of backup for claims submitted to the Province and invoicing same. There have been several large scale events in recent years which has a significant impact on the Finance department;
- Creation of a fleet of vehicles requires additional reporting and expense tracking that didn't exist prior to the fleet. Our first fleet vehicles were purchased in 2011 and have expanded to be 6+ vehicles at this time;
- More grants being received which all require more reporting (Rural Dividend, Green Infrastructure, Asset Management, CBT, etc);
- Each department is now responsible for uploading their departmental documents to the website and staff portal;
- Ongoing feasibility studies, governance studies, potential for sewer service all take a significant amount of time; and,
- The operating budget of the CSRD has increased by over 20% since 2010. This is due to increased staffing and increased expenditures which all need to be processed in the finance department.

ISSUES WITHIN THE FINANCE DEPARTMENT:

In 2018, finance staff had worked over 600 hours of overtime. This is straight time hours and does not include that we often work 20-30 minutes of extra time on a regular basis that doesn't get reported on our time sheets, in addition to regularly working through our breaks. This overtime was worked to sustain normal operations and not in respect of any special projects.

Cross training is critical for adequate support from the finance department. At present, there is very little cross-training done in our department; if Janine, Kim or Stephanie were to be absent for an extended period of time, there would be a significant strain on our department and some work would simply not be able to be processed in a timely and efficient manner. In order to accommodate extended absences (anything over 1 week), staff have to put in overtime before they go, after they get back or

both as there is currently no capacity in any of the other positions to assist in anything but the most critical of tasks during the regular work day.

We also have no one currently trained in the department to do the parcel tax roll work in February. At this time, I will require that the Operations department continue to prepare the roll as we do not have capacity to tackle this process. Other functions that are lacking in support include the Revelstoke Airport, monthly financial reporting, accounts receivable, and OH &S.

Most of the work that we do is very time sensitive, however, there are many things that are getting done on a “when time permits” basis or when it becomes necessary, such as policy updates, bylaw amendments etc. Over the past several years, the Finance Department has been instrumental in making improvements to the budget process; identifying efficiencies within the department; developing or amending policies and procedures; assisting with service establishment bylaws, parcel tax bylaws and other bylaws, including Director Remuneration; and worked closely with many other Team Leaders and Managers on projects; however, we are finding that we have less and less time to provide that support that is critical to the ongoing success of the organization and look for efficiencies and betterments within our department.

I am asking the Board for support for a 1.0 FTE staff increase to provide the assistance that we need as soon as possible.

Respectfully submitted,

Jodi Pierce