



**Notice and Agenda
United Counties of Leeds and Grenville
Special Committee of the Whole**

Tuesday, February 5, 2019

Immediately Following the Regular Committee of the Whole Meeting

Council Chambers

25 Central Avenue West, Brockville, Ontario

| | Pages |
|---|--------------|
| 1. Call to Order | |
| 2. Adoption of Agenda | |
| 3. Disclosure of Pecuniary Interest and General Nature Thereof | |
| 4. Staff Reports | |
| 4.1 2019 Capital Budget Presentation (continued) | |
| 4.2 Report No. CW-014-2019: 2019 Budget Staffing Changes | 1 - 6 |
| 4.3 Report No. CW-023-2019: 2019 Counties' Budget - Staffing Priorities | 7 - 9 |
| 4.4 Organizational Charts - Presentation | |
| 4.5 2019 Chargebacks - Presentation | 10 - 16 |
| 4.6 Continuation of Budget Discussions | |
| 5. Questions from the Media | |
| 6. Questions from the Public | |
| 7. Closed Meeting - Nil | |
| 8. Adjournment | |

JANUARY 22, 2019

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-014-2019

2019 BUDGET - STAFFING CHANGES

**KRISTEN ARGUE,
DIRECTOR OF CORPORATE SERVICES**

RECOMMENDATIONS

For information purposes only.

BACKGROUND

From year to year, staff make recommendations to Committee and Council during the budget process for increases to the staffing complement. There were staff additions approved in the 2018 budget for a partial year, which subsequently impacts the 2019 budget based on the full annual salary/wages and benefits being included. There are also new positions being proposed by staff for the 2019 budget. Committee of the Whole requested a consolidated report with all staffing recommendations and impacts.

DISCUSSION/ALTERNATIVES

2018 Impacts

There were ten new positions approved by Council in the 2018 Budget that have an impact on the 2019 Budget. These positions include those approved in the Paramedic Service Delivery Review and Public Works Service Delivery Review and are listed as follows:

| Position Title | Division / Department | Department | Budgeted Start Date |
|---------------------------|-------------------------------|-------------------|----------------------------|
| Records Systems Analyst | Administration | Clerk | April 1, 2018 |
| Health & Safety Associate | Corporate Services Division | Human Resources | April 1, 2018 |
| Case Manager | Community and Social Services | Housing | November 1, 2017 |
| Paramedics (4) | Paramedic Service | Operations | April 1, 2018 |
| Paramedic Supervisor | Paramedic Service | Operations | January 1, 2018 |
| Manager of Roads | Public Works | Roads | July 1, 2018 |
| Patrol Supervisor | Public Works | Roads | October 1, 2018 |

Notes:

- The Case Manager was approved on a one year temporary pilot basis
- There was also an increase in Public Works for a Stock Person moving from part-time to full-time
- This list does not include the Advanced Care Paramedic Wage Increase

All positions were filled in 2018 with the exception of the Health & Safety Associate. This position was approved on the basis that it had been anticipated to be filled through an accommodation. This did not occur as the Counties always attempts to accommodate within the home department first.

The majority of the positions were filled in accordance with the budgeted schedule. There were a few positions that were not filled in time for the budgeted start date. These included the Paramedic Supervisor, Manager of Roads, and the Records Systems Analyst. In the case of the Manager of Roads, there was a delay in the commencement of recruitment. This was compounded by the fact that all of these positions, with the exception of the Paramedic Supervisor, which was hired from our pool of Alternate Supervisors, required a second posting period as the first posting of the position did not result in a sufficient applicant pool with the required skills and experience.

2019 Recommendations

In addition to the Paramedics and Paramedic Supervisor proposed in the Service Delivery Review of the Paramedic Service, the three new positions being proposed by staff in the 2019 Budget are a Health and Safety Supervisor, Procurement Manager, Fleet Supervisor and a change for four Equipment Operator positions (seasonal). Individual reports outlining the business case for the new additions will be presented by the respective Director.

| Position Title | Division / Department | Department | Budgeted Start Date |
|--------------------------------|------------------------------|---------------------|---|
| Health & Safety Supervisor | Corporate Services | Human Resources | April 1, 2019 |
| Procurement Manager | Corporate Services | Accounting Services | July 1, 2019 |
| Paramedics (8) | Paramedic Services | Operations | April 1, 2019 |
| Paramedic Supervisor | Paramedic Services | Operations | July 1, 2019 |
| Fleet Supervisor | Public Works | Roads | April 1, 2019 |
| Equipment Operators (Seasonal) | Public Works | Roads | January to April and November to December |

Notes:

- These four Equipment Operators are currently hired annually on a temporary casual basis and it is proposed to make them full-time hours for the winter season
- This list does not include the Advanced Care Paramedic Wage Increase

FINANCIAL IMPLICATIONS

The financial impact (salaries/wages plus benefits) of the 2018 decisions having impact on the 2019 Budget by Division are:

| Division | Description | 2019 Budget Impact (Incremental Change) |
|-------------------------------|---------------------------------------|--|
| Administration | Records Systems Analyst | \$23,171 |
| Corporate Services | Health & Safety Associate | \$0 |
| Community and Social Services | Case Manager | \$0 |
| Paramedic Services | Paramedics (4) | \$115,489 |
| | Supervisor | \$0 |
| | Advanced Care Paramedic Wage Increase | \$33,315 |
| Public Works | Manager of Roads | \$63,833 |
| | Patrol Supervisor | \$79,597 |
| | Stock Person (PT to FT) | \$11,917 |
| TOTAL | | \$327,322 |

The financial impact of the 2019 (salaries/wages plus benefits) recommendations for staffing changes by Division are:

| Division | Description | 2019 Budget Impact | 2020 Budget Impact (Incremental Change) |
|--------------------|--|---------------------------|--|
| Corporate Services | Health & Safety Supervisor (wages / benefit increase from Health & Safety Associate position) | \$18,823 | \$6,274 |
| | Procurement Manager | \$58,517 | \$58,517 |
| Paramedic Services | Paramedics (8) | \$702,184 | \$234,061 |
| | Supervisor | \$72,069 | \$72,069 |
| | Advanced Care Paramedic Wage Increase | \$14,514 | \$43,542 |
| Public Works | Fleet Supervisor | \$81,312 | \$27,104 |
| | Equipment Operators (4) | \$33,521 | \$0 |
| TOTAL | | \$980,940 | \$441,568 |

The total increase on the 2019 Budget from decisions and recommendations made in both 2018 and 2019 is \$1,308,262.

Notes:

- The Health & Safety Associate, originally recommended in 2018 was not filled and is being recommended as a Health & Safety Supervisor in 2019 (i.e. As a change in recommendation not a second position);
- The Case Manager was approved on a one year temporary pilot basis in 2018 and is included for a second year in 2019 and is fully funded by CHPI dollars
- This includes the full Paramedic Service amount (not just the Counties share) and does not take into account funding from the Ministry of Health and Long Term Care

ATTACHMENTS

Nil.

PAT HUFFMAN
TREASURER

DATE

KRISTEN ARGUE
DIRECTOR OF CORPORATE SERVICES

DATE

ANDY BROWN
CHIEF ADMINISTRATIVE OFFICER

January 21, 2019
DATE

FEBRUARY 5, 2019

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW 023-2019

2019 COUNTIES' BUDGET – STAFFING PRIORITIES

**ANDY BROWN,
CHIEF ADMINISTRATIVE OFFICER**

RECOMMENDATIONS

For information and discussion purposes only.

BACKGROUND

At the January 22, 2019 budget meeting, staff provided the Committee with reports and presentations on three new positions. The Committee directed the CAO to prioritize the staffing requests.

As some background, each year I prepare a set of strategic goals/objectives based on Council's priorities and directions, as well as any legislative or management requirements. As part of my 2018 strategic goals, I identified the need to prepare long-term plans and review our health and safety, procurement and risk programs.

DISCUSSION/ALTERNATIVES

Based upon the above-noted goal/objective, the Directors identified three priority areas of risk to the organization: health and safety, procurement, and fleet. The appropriate analysis and assessment was undertaken in all areas and it is these areas that require additional resources or the redeployment of resources.

In particular, the Directors considered risk management, program/service management, the need for appropriate documentation, health and safety, staff workload, and the value to the organization of any recommended new positions.

There is an impact on certain management staff and their workload. It is:

- the HR Manager is unable to effectively implement the health and safety programs due to the demand in her human resources management role alone;
- the Treasurer and Deputy Treasurer spend a significant time on procurement and are unable to do the long-term financial planning, or review policies such as debt, reserves, etc.
- a patrol supervisor is providing some oversight for fleet and inventory/stock with some participation of the other patrol supervisors, but each has many demands for his regular duties as an area patrol supervisor
- management across the organization cannot consistently rely on accessible in-house expertise in regards to health and safety and procurement due to the above noted limitations.

In summary, if the positions are to be prioritized, my recommendation is:

1. Health & Safety Supervisor – this position is fully funded from the Counties WSIB reserve. In 2019, the budget recommends a reallocation of the prior year's budget to fund this position and still results in a reduction to the budget by the amount of \$21,000. In past years, the reallocated funds were used for outside consultants and professional development.
2. Procurement Manager – this position will provide value to all departments of the organization and better manage procurement risk to the Corporation. Given the need to improve our procurement (i.e. getting projects completed), this position will assist in this objective. It will relieve the Treasurer and Deputy Treasurer and provide them time to complete other key projects.
3. Fleet Supervisor – this position will be advantageous to several departments, specifically those with any vehicles/equipment (Public Works, Paramedic Service, Housing, Maple View Lodge, Forestry). It will also address the need for better asset management in the area of fleet as well as supervision and health and safety requirements at the Greenbush Garage.

I have not included the four roads positions that are recommended to go from casual to temporary full-time. As noted in the report, in the past the Counties has hired casual equipment operators for winter operation, however it was often difficult to rely upon them during weather events. Often the casual employees were not available when needed.

At the beginning of this winter season, we put a pilot program in place using temporary full-time equipment operators. This assured us adequate resources when required, often with little notice, and reduced the overtime and stress on the current operators, allowing them their time off for rest.

Therefore, in the case of the casual to temporary full-time equipment operators, the recommendation is to proceed forward with this operational issue without prioritizing it against the three new positions.

FINANCIAL IMPLICATIONS

The 2019 Budget has included the three new positions. The individual reports provide the Committee with the annualized costs as well.

ATTACHMENTS

Nil.

ANDY BROWN,
CHIEF ADMINISTRATIVE OFFICER



DATE January 31, 2019

2019 CHARGEBACKS

January 2019

where **lifestyle**
grows good **business**

Chargeback Introduction

The United Counties of Leeds & Grenville implemented the chargebacks in 2004. This allows the Counties to maximize Provincial Funding with regards to Paramedic Service, Community and Social Services and Maple View Lodge.

This also allows the Counties to recover costs with our Joint Services Partners (Brockville, Prescott and Gananoque) with regards to Provincial Offences, Paramedic Service and Community and Social Services.

Chargeback Introduction

Corporate Services Division Chargebacks are based on the following departments:

- Corporate Services Administration
- Accounting Services
- Information Technology
- Human Resources

Building Chargebacks are based on the following locations:

- 25 Central Avenue
- 32 Wall Street

CAO / Clerk Chargebacks are charged to Joint Services Administration

Chargeback Calculations

- Corporate Services Administration and Accounting Services Chargebacks are based on the prior year budget for each department as a percentage of the Counties' total budget
- IT Chargebacks are based on the percentage of computers per department
- HR Chargebacks are based on headcount
- 25 Central Avenue and 32 Wall Street Building Chargebacks are based on occupied square footage

*To ensure proper allocation and consistency with the Counties' Chargeback application, all departments receive chargebacks regardless of whether costs are recoverable from other sources or not.

Chargeback Calculations

- CAO / Clerk Chargebacks are charged to Joint Services Administration and are based on a portion of the CAO's salary and benefits (50%) and 30 hours per month of the Clerk's and Deputy Clerk's wages and benefits

Chargeback Revenue

- All dollars recovered from individual budgets as a result of this chargeback calculation are credited to the Internal Chargeback Recoveries in the revenue section of the Counties Consolidated Budget
- The total chargebacks for 2019 is \$4,637,937 of which \$967,571 is estimated to be recoverable from Provincial Ministries and \$532,567 from the JSC Partners
- Total recoverable costs for 2019 are \$1,500,138

Recoverable Costs

2019 CHARGEBACK RECOVERABLE COSTS FOR COUNTIES

| | JOINT SERVICES COMMITTEE | POA | PARAMEDIC SERVICE | MAPLE VIEW LODGE | COMMUNITY AND SOCIAL SERVICES | ALL OTHER DEPARTMENTS | Total |
|----------------------------------|--------------------------------|-------------------|----------------------|---------------------|-------------------------------------|--------------------------|---------------------|
| <u>CHARGEBACKS:</u> | | | | | | | |
| CORPORATE SERVICES CHARGEBACK | \$ 7,710 | \$ 94,531 | \$ 660,925 | \$ 456,315 | \$ 1,132,235 | \$ 1,193,372 | \$ 3,545,087 |
| BUILDING CHARGEBACK | \$ - | \$ 40,236 | \$ 84,137 | \$ - | \$ 409,617 | \$ 386,126 | \$ 920,117 |
| CAO CLERK CHARGEBACK | \$ 172,733 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 172,733 |
| TOTAL CHARGEBACKS | \$ 180,443 | \$ 134,767 | \$ 745,063 | \$ 456,315 | \$ 1,541,852 | \$ 1,579,497 | \$ 4,637,937 |
| <u>RECOVERABLE COSTS:</u> | | | | | | | |
| RECOVERY FROM SUBSIDY | \$ - | \$ - | \$ 372,531 | \$ 12,001 | \$ 583,038 | \$ - | \$ 967,571 |
| COST AFTER SUBSIDY | \$ 180,443 | \$ 134,767 | \$ 372,531 | \$ 444,314 | \$ 958,814 | \$ 1,579,497 | \$ 3,670,366 |
| RECOVERY FROM JSC PARTNERS | \$ 74,325 | \$ 32,991 | \$ 95,443 | \$ - | \$ 329,809 | \$ - | \$ 532,567 |
| TOTAL RECOVERABLE COSTS | \$ 74,325 | \$ 32,991 | \$ 467,974 | \$ 12,001 | \$ 912,848 | \$ - | \$ 1,500,138 |