



BOARD/COMMITTEE: Finance Committee & Board of Directors

MEETING DATE: November 5

AGENDA ITEM:

SPONSOR: Keith Karasin & Victoria Flores

NOTE: The normal process to bring a decision item to the Board requesting funds from the reserve is to first bring the item forward to the Finance Committee for review, and then onward to the Board of Directors. Unfortunately given the sudden changes in Mutahir's immigration application and status, Management was not able to bring it before Finance and it will therefore time constraints find it coming directly before the Board.

RECOMMENDATION:

Management respectfully requests approval from the Board to allocate funding from the reserve to extend the employment of Mutahir Masood.

While the current funding for this position is secured until December 2025, Mutahir's work permit is set to expire on November 16, 2025 due to unexpected delays in the federal immigration process. To maintain his legal work status in Canada, RODS must submit a new job offer immediately.

Mutahir remains a vital asset to RODS. His work continues to strengthen communication, collaboration, and innovation across departments through the creation of internal tools that improve efficiency and data management. These tools have become essential in addressing operational needs that would otherwise be met through a future CRM system, which is currently on hold.

To ensure continuity of these systems, avoid operational disruptions, and retain a highly skilled staff member whose role is central to cross-departmental success, management requests use of reserve funds to issue a new job offer. This measure will bridge the period until we receive responses from pending grant applications and restore funding stability.

SUMMARY OF KEY ISSUES & BACKGROUND:

Since joining RODS, **Mutahir Masood** has become an integral member of the Communications Department, supporting nearly every program area through graphic design, multimedia production, and technical solutions that improve workflows and client service.

In addition to providing communications support, Mutahir has independently developed a number of digital tools that help departments track, report, and manage their work more efficiently — effectively bridging gaps that would otherwise be filled by a CRM platform. These systems include:

- **Internal portals** that simplify volunteer coordination and client support.
- **Customized digital workflows** that improve reporting accuracy and data management.
- **Staff support tools** that reduce duplication and strengthen collaboration between departments.

These solutions are essential to RODS' daily operations and ensure program delivery continues smoothly across the organization.

RODS has also actively pursued **alternative funding sources** to sustain this position. Applications have been submitted to both the **South Saskatchewan Community Foundation**, which would provide one-time support, and from the **Minister of Public Safety National Cyber Security Strategy, Cyber Security Cooperation Program (CSCP) 2025**, which, if successful, would offer multi-year funding to support this role. If either or both applications are approved, the funds requested from the reserve would no longer be required. However, grant decisions will not be made within the timeframe needed to extend Mutahir's employment and submit the necessary job offer before **November 16, 2025**.

Due to unforeseen delays in the federal immigration process, **Mutahir's work permit renewal now requires the submission of a new job offer before November 16, 2025**, even though his current position is funded until December 2025. Without this new offer, he will lose his legal authorization to work in Canada, creating immediate operational and capacity challenges.

It was originally Management's intention to bring this decision item to the Finance Committee in **November**, following the anticipated announcements of pending grant decisions. However, the recent and unexpected developments with Mutahir's immigration status have required an accelerated timeline.

Management is therefore requesting approval to retain Mutahir in his current role—either through the anticipated grant funding, or if necessary, through use of reserve funds. This request ensures RODS can maintain continuity of essential operations and avoid any interruption caused by the delay in the federal process.

To prevent disruption and retain this critical capacity, Management respectfully seeks the Board's approval to allocate reserve funds to bridge this temporary funding gap.

FINANCIAL REQUEST:

The request is for approval to allocate reserve funds in the amount of \$145,513.67 to cover Mutahir Masood's wages from January 2026 to December 31, 2027.

ALTERNATIVES:

The alternative to approving this request would be to let the position lapse until funding is confirmed or to attempt to outsource support for the tools and systems Mutahir manages. However, these options come with significant drawbacks:

- **Extended Immigration Delays:** If Mutahir's current work permit expires, the immigration process to reinstate his eligibility to work would take an estimated **six to eight months**. Even if new grants are approved during that time, RODS would be unable to employ him until the process is complete, resulting in a prolonged loss of expertise and capacity.
- **Increased Costs:** Outsourcing system maintenance, updates, and troubleshooting would significantly increase expenses during this period.
- **Loss of Continuity:** The in-house tools created by Mutahir are customized to RODS' structure and require his direct knowledge to maintain.
- **Reduced Capacity:** Without this position, ongoing communications, technical, and design support to departments would be delayed or unavailable.

ADVANCED CONSULTATION:

Management has explored several options to sustain this position, including applications for multiple grants that would fund cross-departmental communications and digital infrastructure projects. However, while these grant results are expected soon, they are not likely to be finalized before the November 16 deadline.

COMMUNICATION STRATEGY:

Should this request not be approved, departments relying on Mutahir's tools and support would need to pause or scale back their activities. Technical troubleshooting or updates to existing systems would require hiring external contractors. Staff and program teams would be informed of reduced internal capacity and alternative workflows during the transition period.

REQUIRED APPROVALS

Approval from the **RODS Board of Directors** to allocate funds from the reserve to cover the wages associated with extending the Graphic Designer position for immigration compliance. Should we be successful in securing funds from the Grant applications we have submitted then the reserve funds will not be required.

STRATEGIC ALIGNMENT:

This request aligns with RODS' strategic goals to:

- **Enhance operational efficiency** through innovation and digital solutions that improve client service delivery.
- **Foster a welcoming and inclusive workplace** by retaining skilled employees who contribute to organizational excellence.
- **Build sustainable systems** that prepare the organization for the future implementation of a CRM platform and other digital infrastructure improvements.

TIMEFRAME/CONSEQUENCES OF DEFERRING DECISION:

If the Board defers this decision or the position is not extended, RODS would face immediate and long-term operational impacts, including:

- **Reduced Capacity:** Key communication, digital, and design support across departments would be significantly reduced.
- **Loss of Institutional Knowledge:** The in-house tools developed and managed by Mutahir would no longer be maintained internally, risking disruption to multiple departmental workflows.
- **Increased Costs:** Future updates, bug fixes, or replacements for these systems would need to be contracted out at a higher cost and with longer turnaround times.
- **Extended Immigration Delays:** If Mutahir's work permit lapses, the immigration process to reinstate his ability to work would take approximately **six to eight months**, during which RODS would lose his contributions entirely. Even if new grants are approved during that period, he would be unable to resume work until his new authorization is processed.

- **Interruption of Service Continuity:** Departments relying on these systems for reporting, communication, and client management would experience delays or potential data loss.

By approving this request, the Board ensures continuity of critical digital operations, protects organizational capacity, and maintains compliance with federal employment requirements.