

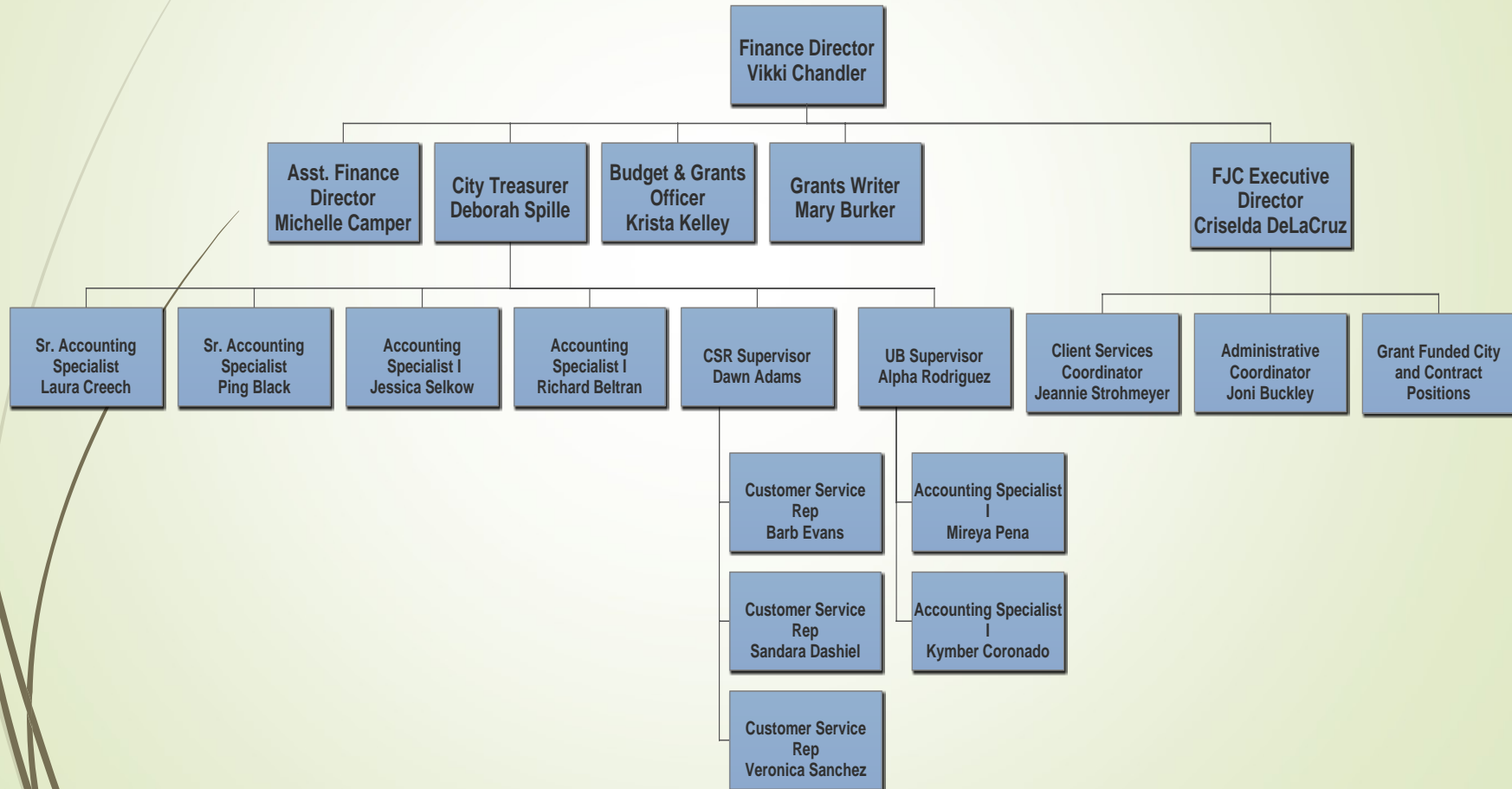
Department and Division Deep Dive Presentation



Finance Department

February 14, 2018

Finance Department





Family Justice Center

- ▶ Our Mission:

- ▶ The Nampa Family Justice Center is a partnership of agencies dedicated to ending family violence and sexual assault through prevention and response by providing comprehensive client-centered services in a single location.

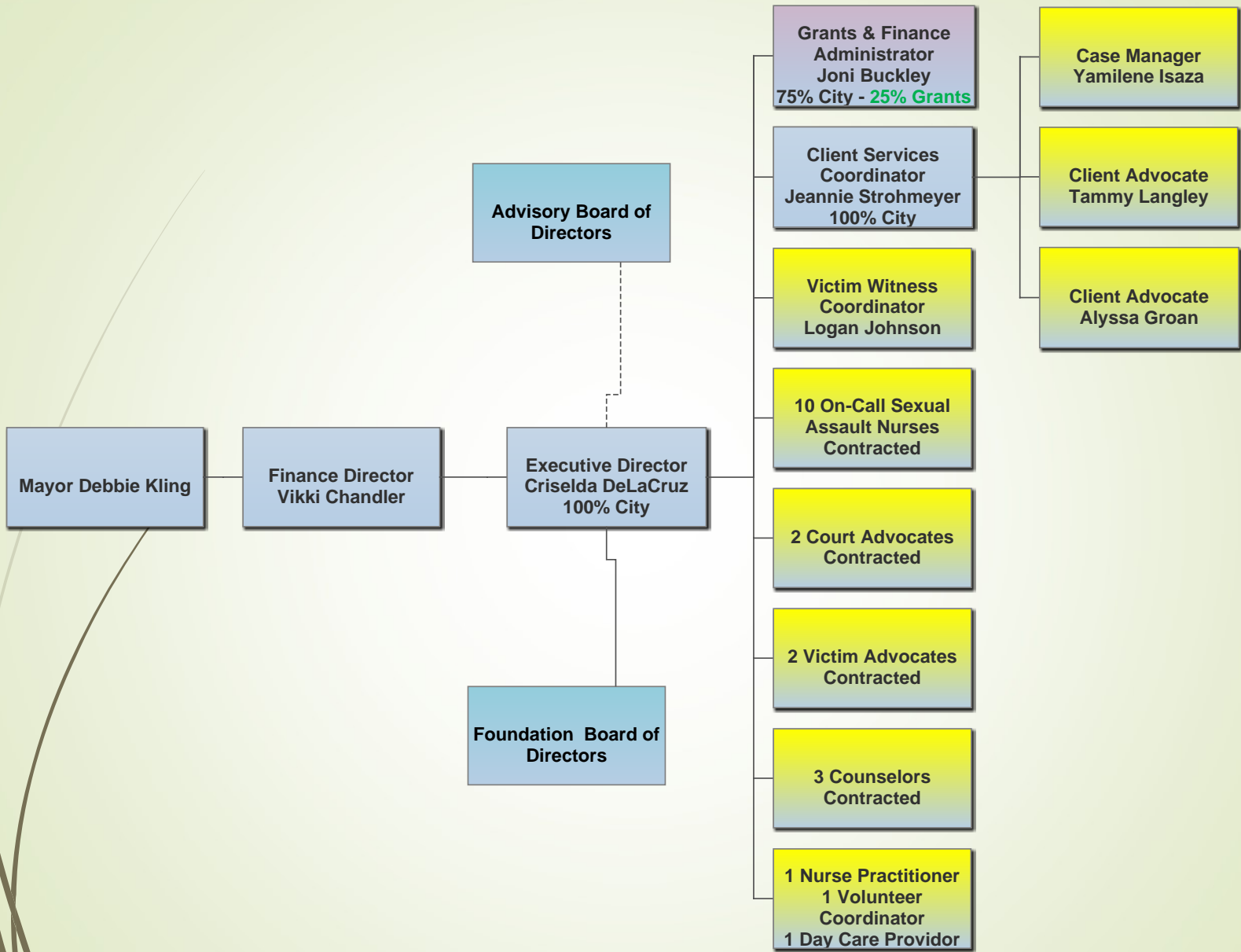
- ▶ Our vision is to:

- ▶ Meet victims needs
- ▶ Help families heal and thrive
- ▶ Protect our children and our vulnerable population
- ▶ Educate and train the community on interpersonal family violence
 - ▶ We believe education is key on curbing family violence and stopping the cycle.



Organizational Structure and Personnel Overview

- ▶ The function of the FJC is to provide services and resources to victims of domestic violence, sexual assault, elder abuse, child abuse, and stalking in one location
- ▶ To provide the community with education and training on the same issues as mentioned above.
- ▶ Currently the FJC functions with 2.75 City funded positions which is the same as it was when the FJC opened in 2006. With the growth of our community and services requested, the FJC could use 2 more City funded positions.





Current Operations

- The FJC holds three major trainings a year, free to all who attend, with the support of either the Nampa Civic Center, Nampa PD, or Nampa Library. These partner agencies 'lend' us their locations for free or very low cost to enable us to provide the trainings. The speakers we have at the trainings are local 'experts' who give us their time, allowing us to provide the training for free.
 - April is Child Abuse Awareness month and we hold a one day training on child abuse issues and keeping our children safe.
 - June is Elder Abuse Awareness month and we hold a one day training on elder abuse issues and vulnerable adults
 - October is Domestic Violence Awareness month and we hold a two day training on all family violence issues



Budget Overview

- \$250,000 support from the City for the following:
 - 2.75 full time equivalent positions for administrative support
 - .28 for building maintenance;
 - Other expenses that includes personnel benefits, IT support, conference, travel, membership dues and maintenance contracts.



Budget Continued

Current grants that fund client services

- Improving Criminal Justice Response (ICJR) Federal grant \$450,000, 3-year grant.
- State of Idaho DV Council - \$160,000 (yearly grant application)
- Byrne Justice Assistance Grant (BJAG) \$204,000 3-year grant
- Idaho State Police STOP Sexual Assault grant, end of a three year grant \$75,000 yearly with \$20,000 match from local hospitals (total @\$300,000 total grant award)
- Idaho State Police STOP Collaborative grant, end of a three year grant \$58,000 yearly (\$174,000 total grant award)
- CDBG grant approximately \$202,000 currently awarded for building remodel




Budget Overview

- Primarily grant funded
 - Positions are funded based on grant conditions which would impact direct client services;
 - Potential in reducing services and hours;
- Efficiencies
 - FJC Staff are crossed trained in all services;
 - Partner agencies are all on site for comprehensive support services;
 - Minimize costs of trainings by leveraging facility & trainer with partner agencies



Potential Challenges

- Limited space for growth
- Parking
- Unlimited access to the building by all City employees, community contractors
- Uncertain federal funding
- Limited capacity (succession planning)



Operational Planning (Short Term, 1 Year or Less)

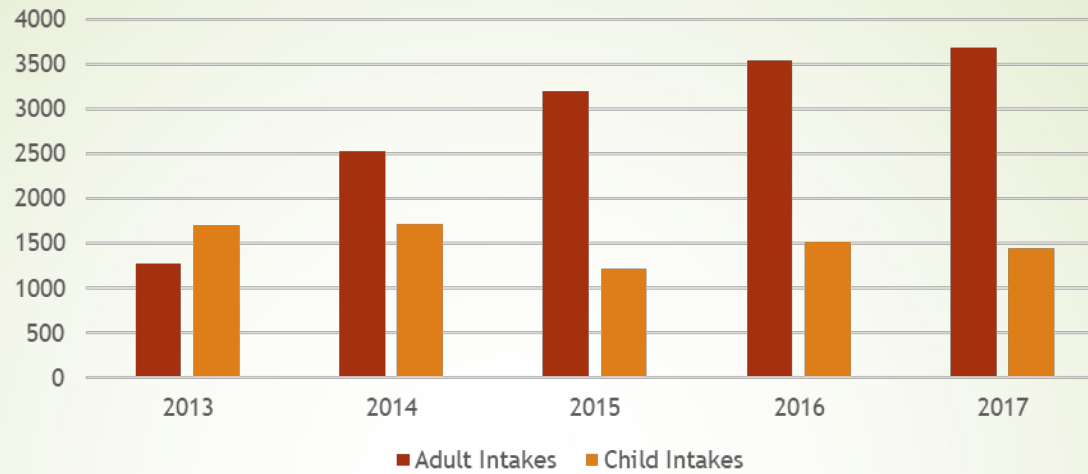
- Applied and waiting for responses on 3 major grants
- Attending a National Conference in Fort Worth TX in April 2018
- Major fund raiser – A Light in the Window March 9, 2018
- CDBG expansion/remodel



Summarize your Measurements of Effectiveness and Manners of Performance

- 2017 Clients intakes: 5,125 (an increase of 10% from prior year)
- 2017 Services (gas cards, diapers, clothing, bus pass, rental assistance, etc.) – 9,002
- Volunteer and intern hours: 5,440 (valued at \$122,672)

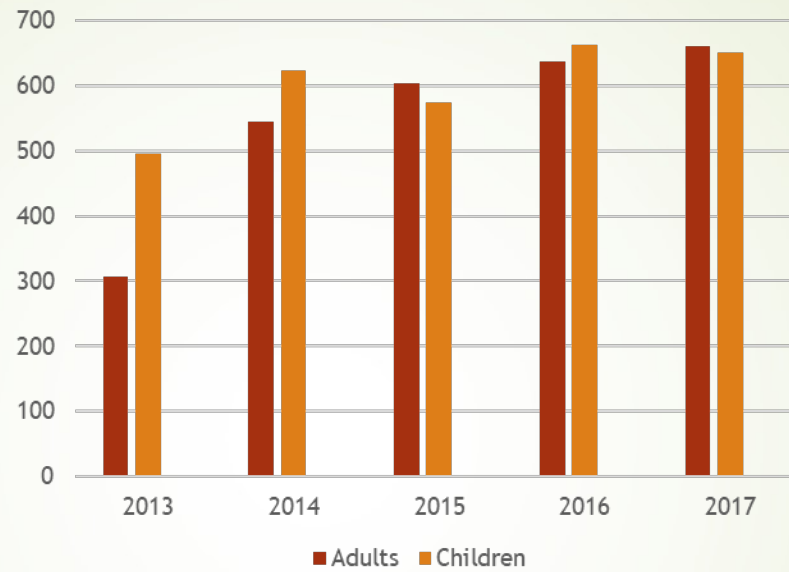
Client Intakes



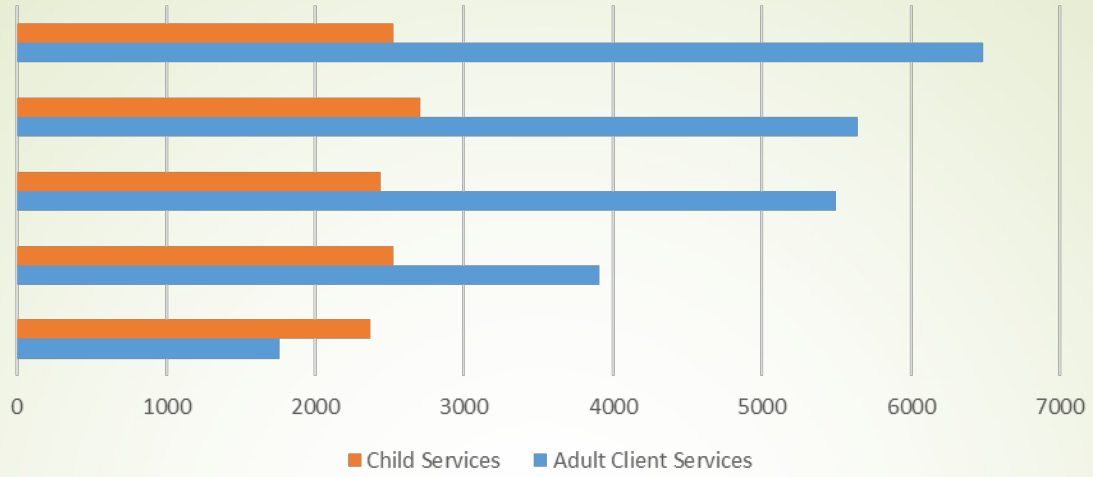
*2013 was a transition year – FJC lost 2 FT
Advocates and Exec. Director

	Adult Intakes	Child Intakes
2013	1267	1699
2014	2521	1715
2015	3189	1222
2016	3542	1516
2017	3675	1450

New Intakes Only, No Duplicates

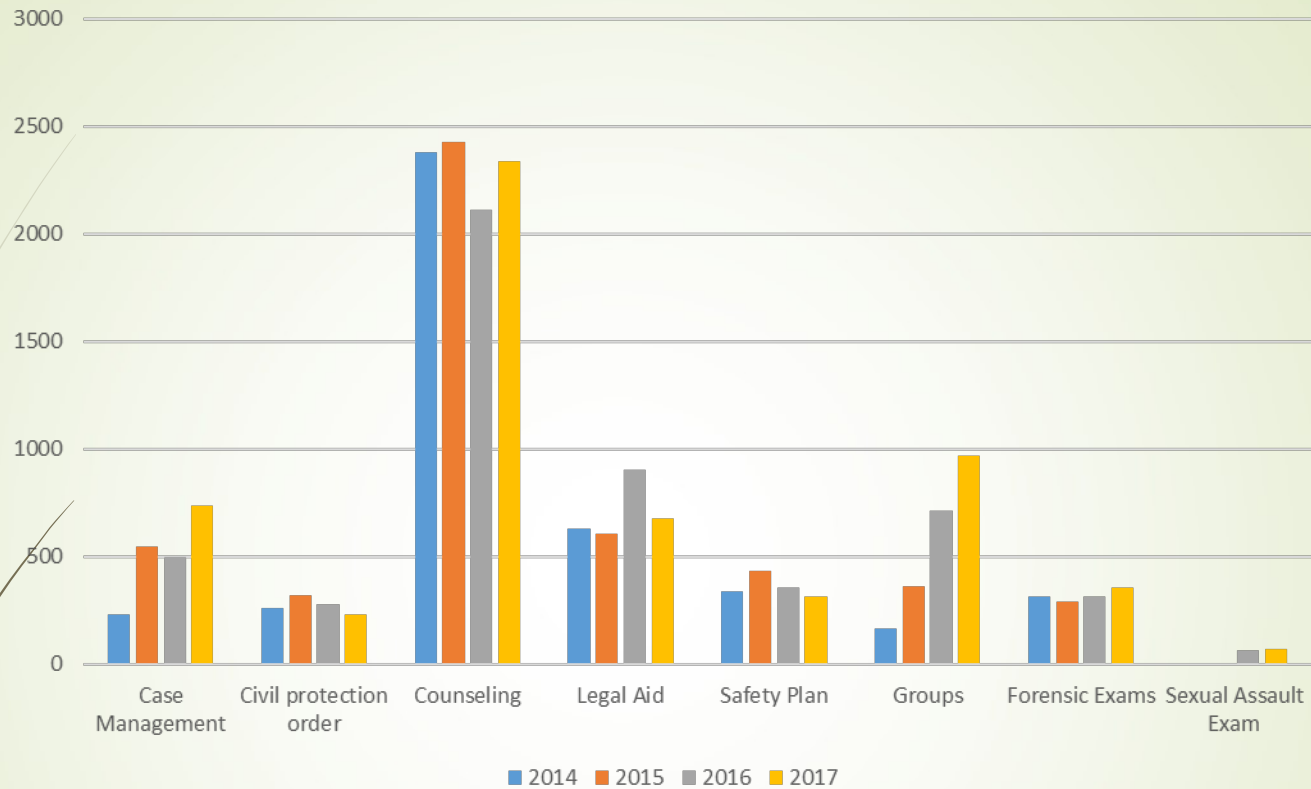


	Adults	Children
2013	307	496
2014	545	623
2015	603	575
2016	637	662
2017	661	650



	Adult Client Services	Child Services
2013	1759	2366
2014	3904	2527
2015	5496	2436
2016	5645	2701
2017	6481	2521

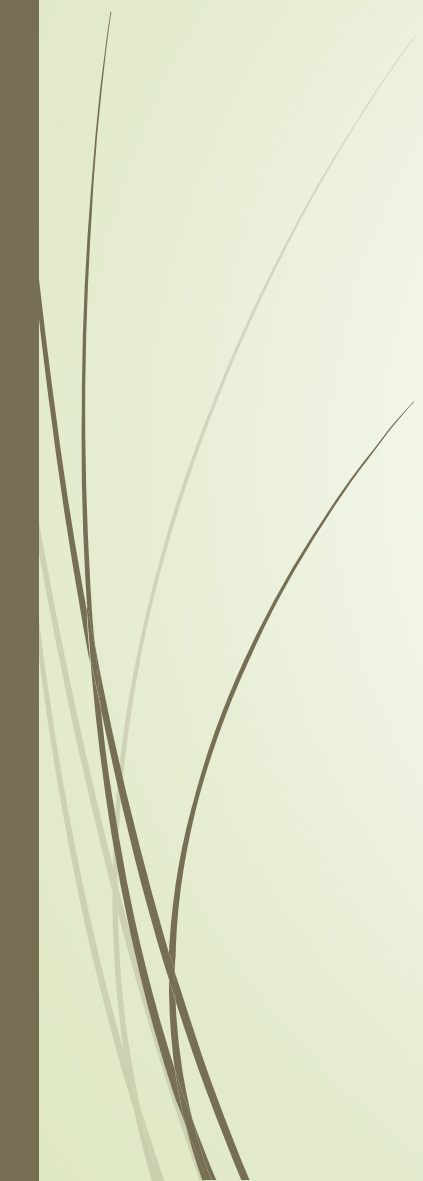
Most common service



	2014	2015	2016	2017
Case Management	229	545	500	735
Civil protection order	257	317	278	232
Counseling	2377	2427	2114	2335
Legal Aid	627	604	904	676
Safety Plan	336	432	358	314
Groups	165	360	712	969
Forensic Exams	316	292	315	355
Sexual Assault Exam	6	63	67	



Volunteers

- Background check
 - Training is 40 hours online
 - Curriculum is researched articles and binder of information compiled by FJC staff and FJC policies.
- 



Community Engagement

- FJC staff provides community trainings and speaking engagements to Nampa Housing Authority, NNU, BSU, CWI, local schools, churches and civic groups
- All events are held in Nampa
- Coordinate with radio stations and other organizations in their efforts (i.e. Howards Tackle)



Leader and Professional Development/Team Building

- Leadership Nampa participation, opportunity for public speaking and trainings to staff
- Describe your succession planning efforts: Very limited with the amount of administrative staff.
- What is your City Wellness Program participation? We have recently started participating as a group due to one of our staff being on the team.

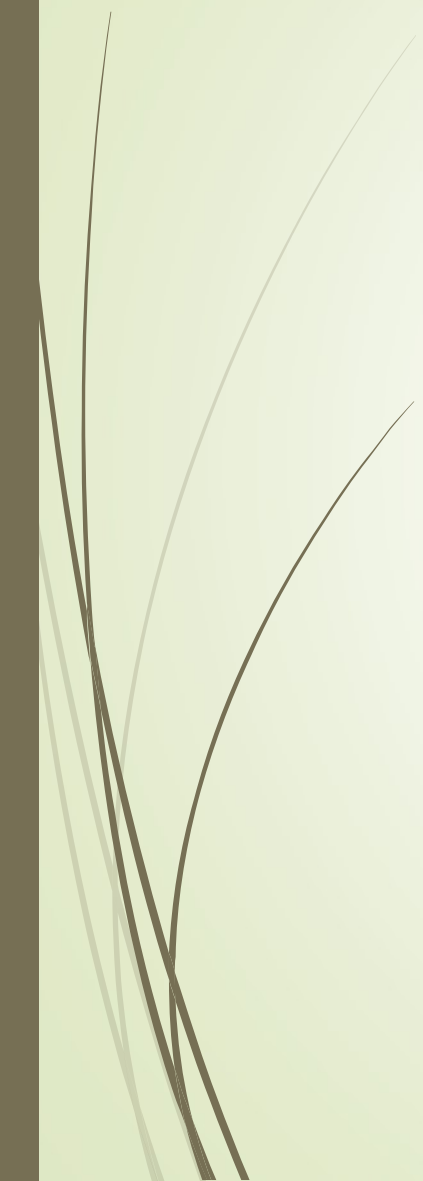


Best Practices/ Lessons Learned

- Best Practice
 - Constant communication with staff
 - Review budget and grants monthly
 - Reports submitted on time
 - Trust and empowering of staff through responsibility and leadership
- What have been your major lessons learned?
 - It takes a village to be successful
 - Collaboration and Coordination is crucial
 - Awareness is critical
 - Must have motivated, passionate staff to do this work



Challenges

- Space
 - Parking
 - Staff level
 - Succession planning
- 



Special Recognition

The FJC as a whole is an amazing partnership effort community and county wide. This is one of a kind in our area, being effective and accountable. We strive every day to make Nampa proud to have such an agency that supports the infrastructure and mission of the City.

Special Recognition to the City of Nampa

- Nampa was 1 of 15 Centers established under President Bush' Family Justice Centers initiative.
- Out of the original 15, Nampa FJC is 1 of 5 still serving, due to the administrative support from the City of Nampa.
- We are a safe bet to many grants because of the support from the City of Nampa.





“And so I stayed...”

➤ <https://youtu.be/EL57G9ILaR8>



Finance Department's Mission nested in the City's Core Values

- ▶ To guard the public trust and Practice Integrity and Accountability at all times
 - ▶ Transparency in financial information produced with as much efficiency as possible
 - ▶ Practice internal controls by upholding policies, being accountable, protecting the reputations of employees and the assets of the City.



Finance Mission

- ▶ To give courteous, highly skilled, efficient service to customers that results in transparency and trust in the information produced and the service given by the Finance Department.
 - ▶ It's important to know that results that are being sought when someone asks for information (give the right kind of information)
 - ▶ It's important to be able to give the results as efficiently as possible (a balance of time and effort)
 - ▶ It's important that the information is accurate and trustworthy, especially when it is the basis for making key decisions

Overview of Functions of Department

► Finance -

- Accounts Payable Payments to vendors and employees, cash receipts from customers, deposits to various accounts and recording to untold numbers of general ledger accounts, bank reconciliations for 12 accounts, general ledger maintenance and reconciliation, and then financial reports
- Audits: Annual independent audit, various grant audits by funding agencies, payroll audits by state agencies, on-site cash audits
- Budgets and reporting, Fixed Assets, Grants, Utility Billing
- (External) Reporting requirements include:
 - By State code - cash reports to Council, published quarterly reports of expenses,
 - Bond requirements - Periodic arbitrage calculations, reports to State and EMMA (Electronic Municipal Market Access)
 - Department of Insurance quarterly reports on our Health Trust and annual independent audit
 - 1099s for independent contractors, Workers Comp audits



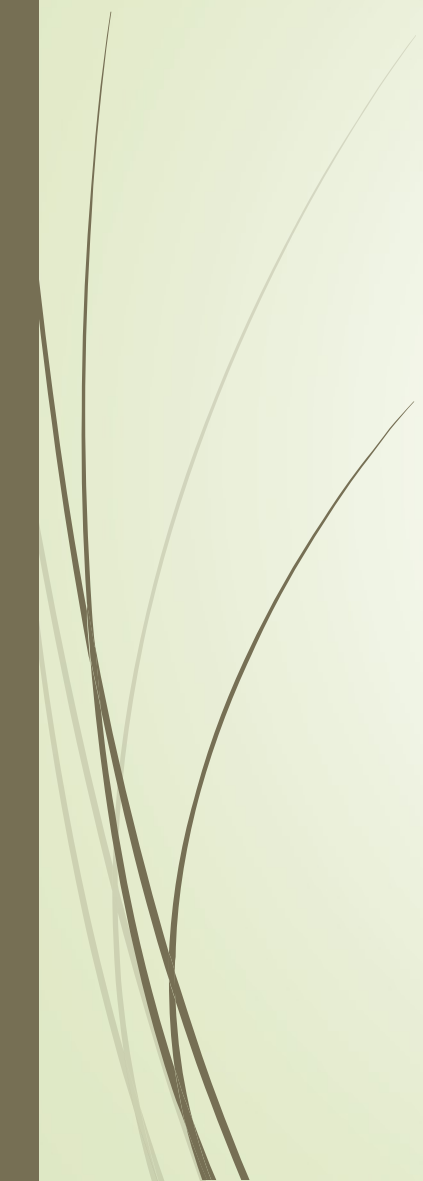
Grant Writing and Reporting

- Our goal is to establish a Grants Division to:
 - prepare and coordinate the grant accounting and reporting process;
 - implement citywide policies to improve ;
 - research various federal, state, county and local grant opportunities;
 - work with various departments in the planning, application and monitoring process.



Grant Division Mission

The proposed purpose of the Grant Division is to develop, implement and maintain meaningful grant oversight and coordination for the City of Nampa thereby improving the efficiency and impact of programs and services funded through grants.



Grant Division Operations

➤ Current:

- Developing grant procedures, policies and regulations that support the strategic direction of the City.
- Research grant funding opportunities for City Departments.
- Work with City departments to help identify if grant opportunities fit within the strategic direction of their department.
- Identify goals and objectives for grant funding.
- Compile, write, review and edit grant applications.

➤ Future:

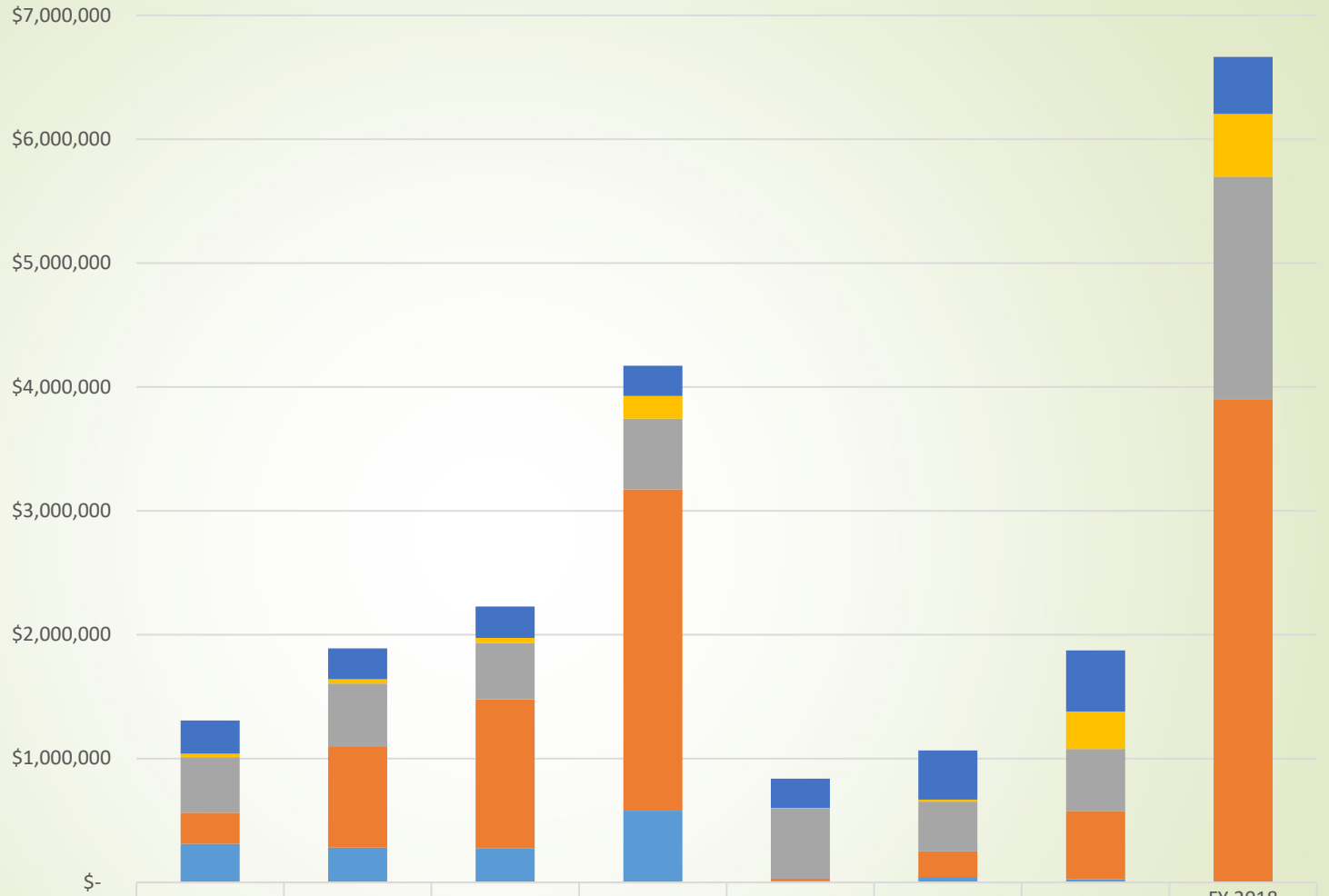
- Oversee the implementation of policies and regulations.
- Review grant expenditures and revenues.
- Prepare and manage the grant budgeting, accounting and reporting process.
- Review compliance of grants financially and programmatically.
- Grant monitoring through Tyler

Grant Master File in Tyler

Application Number	Grant Number	Grant Name	Status	Grant Type	Grantor Type	Start Date	Expiration Date	Entered Date	Entry Clerk	Managed On GL
87934	FIN01	OPERATIONS	Awarded	OPS	Federal	3/1/2018	3/1/2019	2/9/2018	4861kelleyk	Yes
KRK88	TEST88	TEST	Entered	OPS	Local	2/27/2018	2/27/2019	2/8/2018	4861kelleyk	Yes
KRK98	KRK98	TEST98	Awarded	OPS	S			2/9/2018	4861kelleyk	Yes
Test1	12345	OPERATIONS	Approved	OPS	State			2/7/2018	4861kelleyk	Yes

This is a report from Tyler that lists sample grants that should be entered before they leave the City, giving anyone interested knowledge of who has requested funding from what agency and what the status is. It give Finance a place to start when requests for information comes in. This is the first step to using our new system effectively and moving forward to a Grants Division.

Federal, State, Local Grants FY 2011 Actual - FY 2018 Budget



	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget
Dept of Family Justice Center	\$266,655	\$248,641	\$253,142	\$244,624	\$237,438	\$398,009	\$493,938	\$459,814
Miscellaneous	\$28,763	\$34,504	\$39,607	\$182,177	\$5,268	\$16,029	\$301,291	\$506,800
Dept of Economic Development	\$448,223	\$513,600	\$456,707	\$571,238	\$565,873	\$400,372	\$500,492	\$1,794,918
Dept of Public Works	\$250,601	\$812,510	\$1,201,678	\$2,592,742	\$19,343	\$206,485	\$551,042	\$3,901,824
Dept of Police	\$311,664	\$279,863	\$276,451	\$580,086	\$9,422	\$44,435	\$25,699	\$-



Grants Division, Problem Solving

- ▶ Operational Planning
 - ▶ Year-end is crazy in preparation for audit. We have discovered federal grants with little accountability for reporting. It can give the City a black eye for all future grants.
 - ▶ There have also been times when two departments tried to apply for the same grant. We need coordination to avoid this and to make sure the best fit for the grant is obtained.
 - ▶ We also need to be sure that if a department plans to use a grant for a new program, they seek approval from Mayor and Council. For example, if FJC wanted to start a family shelter, that financial commitment would require Council approval, even with grant funding.
 - ▶ Making sure matching funds or long-term financial commitments are assured is part of grant management.

Grant Operations, Objectives

- ▶ Provide quarterly financial reconciliation of city grants
- ▶ Research prior and potential grant making organizations and analyze them to identify likely funding sources for specific projects and programs.
- ▶ Compile Data and statistics for grant narratives, goals and objectives.
- ▶ Acquire a base knowledge and understanding of the City of Nampa and use that knowledge to better comprehend all projects and programs for which grants will be sought.
- ▶ Attend meetings with Department heads and staff to assist in planning efforts.
- ▶ Attend trainings related to grant writing, development and research.
- ▶ Provide internal training and education on grant writing, management, planning and implementation.



Grants Community Engagement

- ▶ Work closely with City departments to help identify strategies and identify needs for the City of Nampa.
- ▶ Work with community organizations to become familiar with the functions of the City of Nampa.
- ▶ Attend community events
- ▶ Attend community organization meetings
- ▶ Attend City Council Meetings

Grant Best Practices & Lessons Learned

- ▶ Communication and Collaboration - communication among departments and Grant Division is essential to acquiring funding.
- ▶ Planning - develop a thorough understanding of city department functions and needs.
- ▶ Roles and responsibilities - clearly define roles and responsibilities to help streamline the grant management process.
- ▶ Compliance - grant recipients understanding and complying with regulations and reporting associated with grant funding.

Grant Challenges and Opportunities

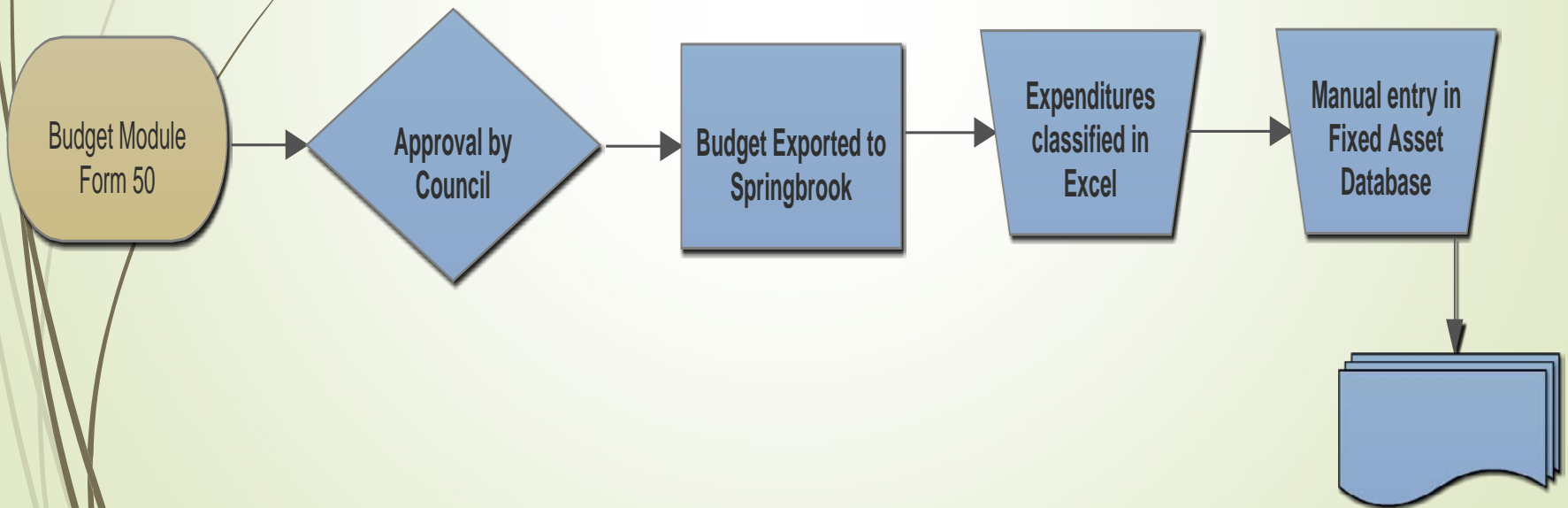
- ▶ Develop a process to review and approve grant requests that will be enforceable.
- ▶ Avoid interdepartmental competition.
- ▶ Carry out project while adhering to all terms and conditions to avoid legal liabilities and findings.
- ▶ Recognizing the importance of planning within departments in order to receive funding.
- ▶ Learning a new system of operation with broad acceptance to limit risk of findings.



Fixed Assets Goal

- Fixed Assets
 - To be integrated with Tyler implementation later this summer so that expenditures will feed to the FA module.

Fixed Assets currently require 3 databases and manual entry to obtain reports for auditors:





Budgets - Current and Future

- Budgets - both annual and amendments
 - Prior to Tyler, 3 databases are required to do budgeting. All reporting for Council is also handled externally.
 - Only the first budget can be imported into Springbrook; thereafter budgets are manually entered and balanced.
 - With Tyler, budgets are done in one system.



Treasury Staff

- Accounts Payable - 3.5 positions, with temp services (related to ERP support)
- Cash Receipts and Treasury duties - .65 positions
- Local Improvement District billing and collections within current staff
- Utility Billing - 7.7 FTE



Utility Billing Functions

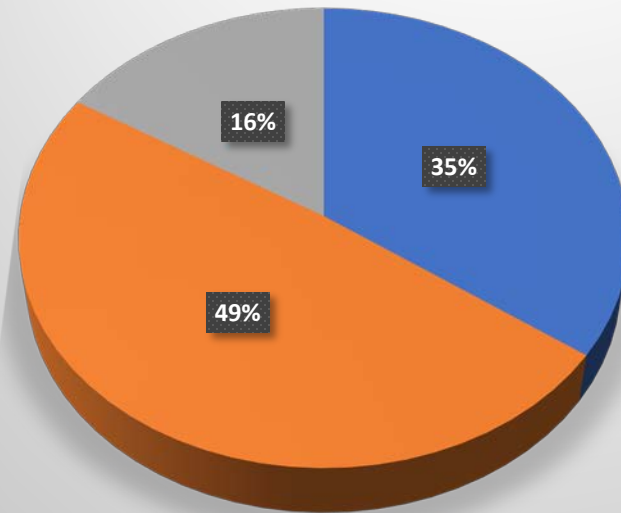
- ▶ Team of 3 oversee billing every 10 days in 6 cycles for 30,000 utility customers
 - ▶ Water
 - ▶ Sewer,
 - ▶ Trash,
 - ▶ Irrigation,
 - ▶ LID Assessments,
 - ▶ WWTP industrial and Capacity Optimization customers

UB Customer Service

- ▶ 1 supervisor oversees 3 FTE Customer Service Reps and 1 temp handling:
 - ▶ Calls, Walk-ins, and Mail
- ▶ Customer account Services:
 - ▶ New accounts, closing accounts
 - ▶ Bill payment arrangements
 - ▶ Notifications of late bills
 - ▶ Continuous consumption notifications
 - ▶ Collections
 - ▶ Leak Checks
 - ▶ Payment processing

Customers in FY 2012

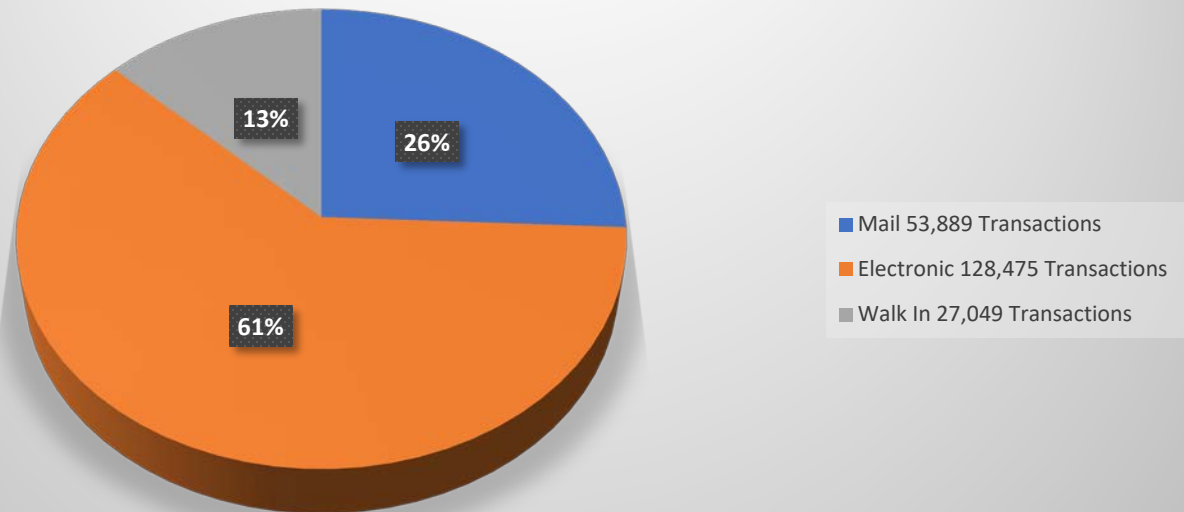
Utility Billing Payments
FY 2012



- Mail 67,235 Transactions
- Electronic 94,665 Transactions
- Walk In 31,342 Transactions

Customers in FY 2017 - 20% drop in Mail and 14% drop in Walk-ins: 36% increase electronic

Utility Billing Payments
FY 2017





October '18 Monthly Billing Need

- ▶ With 61% of transactions processed electronically, monthly billing will bring a dramatic increase in merchant processing expense
- ▶ Monthly billing will require 2 temporary FTE effective Sept 2018 through Jan 2019
- ▶ 1 permanent FTE position effective October 2018

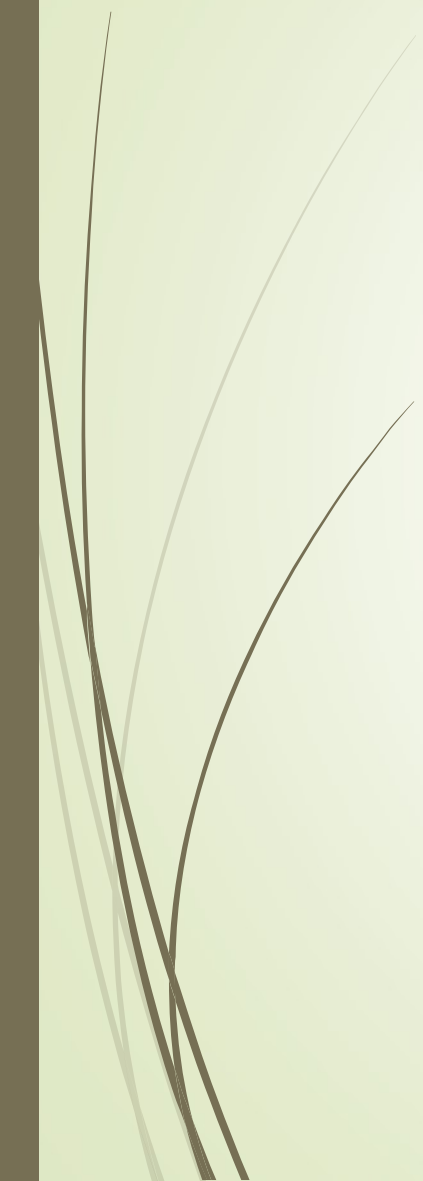


UB Highlight Efficiencies

- Actively expand, offer and promote Electronic payment options and services, currently at 61% of all payments.
- Robust cross training objectives.
- Aggressive notification program to inform customers of a late bill to avoid interruption of services



UB Conversion to Tyler

- ▶ Will require 3 additional temporary FTE positions effective October 2019 through January 2020.
 - ▶ It is critical to convert to forego the customs we've created in Springbrook and incorporate GIS capabilities within our system, as well as work orders. It is the only way we gain efficiencies.
- 



Potential Challenges

- ▶ Springbrook Custom Developments that inhibit upgrades and create dependence on IT support.
- ▶ Length of time required for Springbrook to respond to help desk tickets.
- ▶ Personnel transition if ERP is elongated, because training began summer 2017.

UB Current Planning Efforts

- ▶ Monthly Billing - Budget and personnel projections, restructuring account cycles, creating/modifying service rates and restructuring billing/notification/collection schedules.
- ▶ Implement a lock box service for mail payments.
- ▶ Continue cross training to create hybrid roles that support both the customer service and billing functions.



UB Major Goals & Objectives

- Implement Monthly Billing for Utility Water, Sewer and Trash customers.
- Tyler Utility Billing Implementation beginning October 2018.



Measurements of Effectiveness and Manners of Performance

- ▶ Timely billing, collections and customer service for 27,874 Water/Sewer/Trash customers
- ▶ Timely billing, collections and customer service for 30,619 Irrigation customers.



UB Statistics

- ▶ Billing, collections and customer service for over 200 Local Improvement District, WWTP Industrial and WWTP Capacity Optimization customers.
- ▶ Research and respond to 500 property assessment requests monthly.
- ▶ Approve and post 750 customer Payment Plan arrangements per month.
- ▶ Process 1,650 customer service requests monthly including initiating services, terminating service, leak checks and re-reads.
- ▶ Prepare and process over 650 monthly delinquent account work orders for shut off or leave notes.
- ▶ Answer 43,000 customer calls per year
- ▶ Process over 200,000 payments per year



Treasury/UB - LIDs

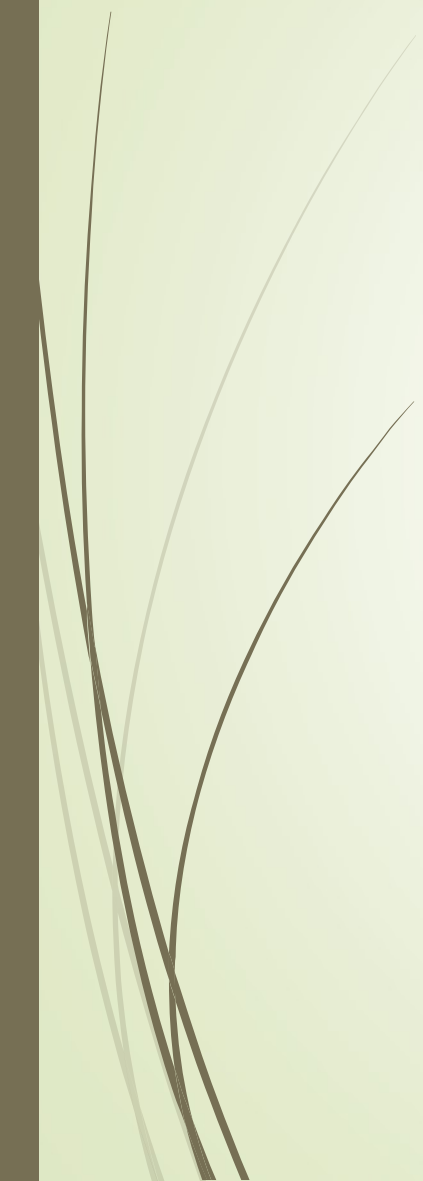
- Set up accounts for each assessment (property owner)
- Notify of 30 day prepayment period per state code
- Prepare and Sell bonds for unpaid amounts of assessments
- Establish the LID accounts amortizations for term of loans
- Pay bond amounts as due annually
- Invoice LID customers annually
- Notify of pending tax deed liens per state code
- Reconcile and close LID accounts annually

Utility Billing Budget Report

	FY 17 Budget	FY 17 Actual	FY 18 Budget	1/31/18 Ending Balance	% Spent	Projection FY 2019
Charges For Services	827,067	831,282	1,024,109	340,980	33.3%	1,317,645
Salary, Benefits & Taxes	489,199	486,100	503,307	151,333	30.1%	653,307
Operations & Special Supplies	221,395	266,327	158,680	40,929	25.8%	178,680
IT Transfers - Computer HW/SW	5,850	5,463	136,526	33,125	24.3%	146,526
Temp Labor, Misc.	3,400	14,307	12,006	8,586	71.5%	
Other Purchased Services	383,143	112,523	130,210	29,139	22.4%	230,210
Interfund Transfer Out	502,974	102,972	98,922	32,976	33.3%	108,922
Total Expenses	1,605,961	987,692	1,039,651	296,088	28.5%	1,317,645
Net Utility Billing	(778,894)	(156,410)	(15,542)	44,892		-



Treasury - Merchant Account Maintenance

- Define and maintain end user roles
 - Establish and close merchant accounts as required
 - Facilitate integration with vendors of point-of-sale software
 - Monitor rates for variances
 - Process disputes and fraudulent claims
- 




Treasury - Banking & Investments

- Define and maintain end user roles
- Monitor cash flows, balances, deposits and debits, wire transfers
- Managing pre-authorized ACH vendors
- Maintenance of ACH vendor and customer payments
- Clearing check items
- Process return items
- Oversight for compliance assurance for investments per state code
- Prepare quarterly investment reports

Personnel Shortage

- ▶ Waiting to fill AP Supervisor position pending approval for Project budget
- ▶ Documentation is required to back-up several functions where we are very thin.
- ▶ Retirements: Eligibility does not equal Leaving. No one has given notice, although we will budget for PL payout.
- ▶ We rely completely on temporary help for training. We need one FTE to accomplish the objective of training throughout the City in software.

Calendar



	February	March	April	May
Utility Billing	Irrigation Billing			
Tyler Project	Develop Test Scripts	Develop and Run Test Scripts	Run Test Scripts	Train End Users
Finance	Finish Audit and Catch Up	Train and Test ERP	Test ERP	Test ERP

Finance Department Budget Report

Description	FY 17 Budget	FY 17 Actual	FY 18 Budget	3/2 Actual	FY 19 Projection
Revenue	\$ 6,000	\$ 6,000	\$ 5,500	\$ 525	\$ 5,500
Salary, Benefits & Taxes	\$ 705,299	\$ 744,398	\$ 840,446	\$ 292,892	\$ 882,468
Expense	\$ 123,371	\$ 106,165	\$ 129,718	\$ 77,242	\$ 136,204
Finance Operations	\$(822,670)	\$(844,563)	\$(964,664)	\$(369,609)	\$(1,013,172)

Sanitation Budget Report

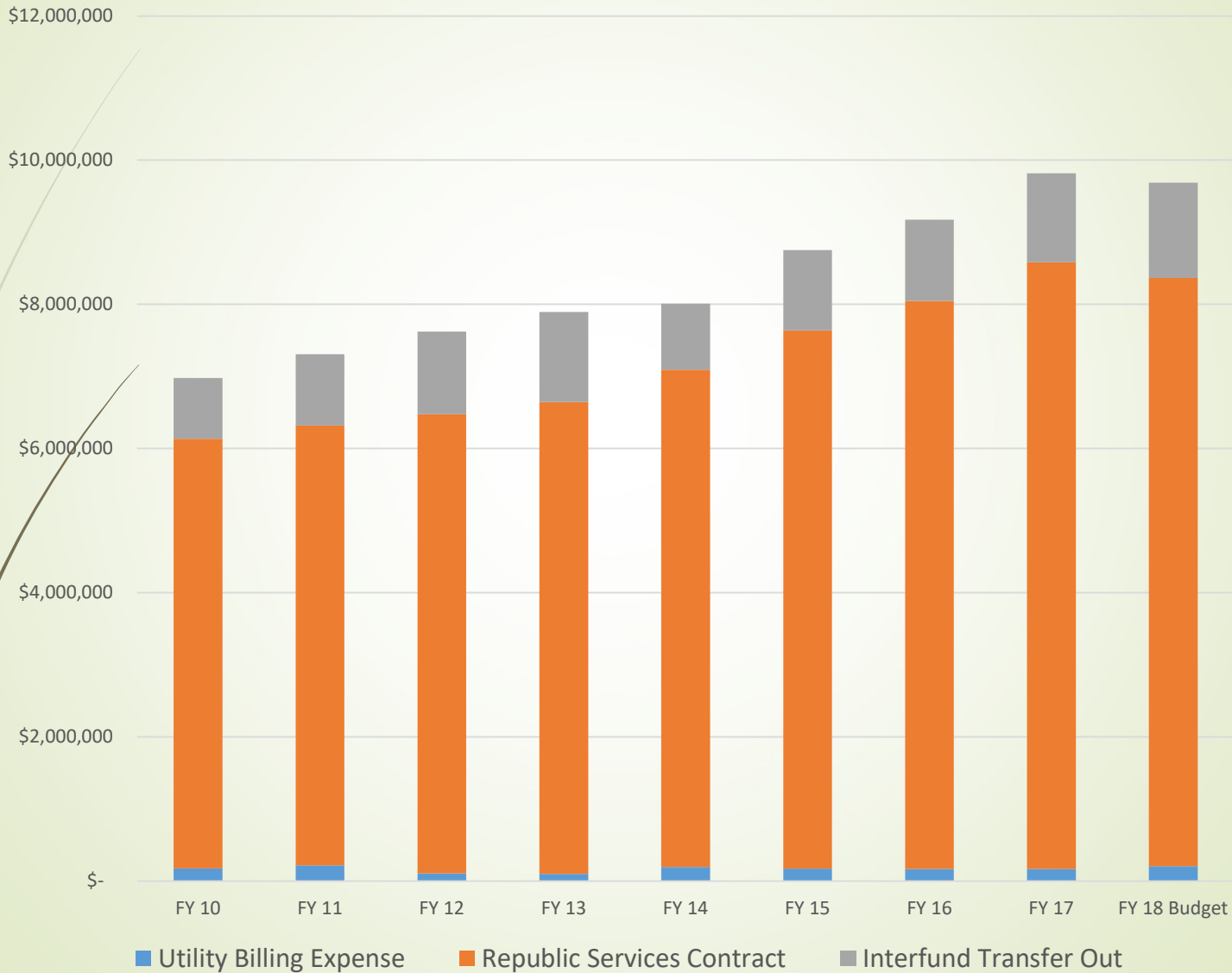
Description	Balance at 1/31/18	Budget	% of Budget	Projection FY 19
SANITATION				
Charges For Services	\$ 2,701,493	\$ 7,902,738	34%	\$ 8,060,793
Trash Charges passed through	\$ 656,990	\$ 1,835,016	36%	\$ 1,871,716
Adjustments	\$ 147	\$ 550	27%	\$ 561
Bad Debt Write-off	\$ -	\$ (51,000)	0%	\$ (52,020)
Revenue	\$ 3,358,629	\$ 9,687,304	35%	\$ 9,881,050
IT Transfers - Computer HW/SW	\$ 1,787	\$ 2,393	75%	\$ 2,441
Contracted Services (Utility Billing)	\$ 68,276	\$ 204,822	33%	\$ 245,786
Other Purchased Services (Republic Services)	\$ 2,742,130	\$ 8,157,206	34%	\$ 8,320,350
Interfund Transfer Out	\$ 440,960	\$ 1,322,883	33%	\$ 1,312,473
Expense	\$ 3,253,153	\$ 9,687,304	34%	\$ 9,881,050
SANITATION	\$ 105,476	\$ -		\$ 0

Sanitation Projections and Items to Note

	Annual Transfer	% of Charges for Services:	Projection FY 2019	Projection FY 2020
Interfund Transfer Out:				
General Fund	\$ 249,415	3.16%	\$ 254,403	\$ 267,123
Capital Fund (ERP Project)	\$ 173,026	2.19%	\$ 139,619	
Streets Fund	\$ 900,442	11.39%	\$ 918,451	\$ 1,071,598
% of Revenue	<u>\$ 1,322,883</u>	16.74%	<u>\$ 1,312,473</u>	<u>\$ 1,338,722</u>
In House (UB) as % of Charges for Services	\$ 204,822	2.59%		
Annual CPI increase is contractually allowed.				
Projection of CPI increase in Transfers, net of increased debt.				
Recycling is market-based and impacting our program.				

Sanitation Historical Report

Council has control over Funding for Transfers Out



Sanitation Historical Information

Description	FY 18 Budget	FY 17	FY 16	FY 15	FY 14	FY 13	FY 12	FY 11	FY 10
SANITATION									
Revenue	\$ 9,687,304	\$9,815,827	\$9,173,274	\$8,749,291	\$8,024,005	\$7,894,383	\$7,620,772	\$7,309,131	\$6,978,153
Utility Billing Expense	\$ 207,215	\$ 168,214	\$ 169,362	\$ 171,488	\$ 194,575	\$ 100,586	\$ 107,410	\$ 217,204	\$ 176,669
Republic Services Contract	\$ 8,157,206	\$8,416,671	\$7,877,693	\$7,466,987	\$6,899,189	\$6,544,648	\$6,368,896	\$6,102,445	\$5,956,946
Interfund Transfer Out	\$ 1,322,883	\$1,230,943	\$1,126,220	\$1,111,790	\$ 916,771	\$1,249,150	\$1,144,466	\$ 989,483	\$ 844,538
Total Expense	\$ 9,687,304	\$9,815,827	\$9,173,274	\$8,750,266	\$8,010,535	\$7,894,383	\$7,620,772	\$7,309,131	\$6,978,153

Finance Operational Planning (Short Term, 1 Year or Less)

- ▶ Current planning efforts revolve around a comprehensive governmental business system (ERP software/Tyler) for:
 - ▶ Budgeting
 - ▶ Grants and Projects Accounting and Reporting
 - ▶ Fixed Assets
 - ▶ Requisition and Purchase Orders, Centralized Accounts Payable
 - ▶ Automated Bank Reconciliation
 - ▶ Payroll
 - ▶ Human Resources
 - ▶ Utility Billing
 - ▶ Public Works NexGen and Work Orders for Utility Billing and Fixed Assets



Major Goals and Objectives

1) Successful implementation of Tyler

- ▶ Including subject matter experts who are cloned throughout the organization
- ▶ Meaningful Documentation for processes available for end users

2) Continue to identify “Single Points of Failure” in the Department to reduce risk to the organization.



Measurements of Effectiveness and Manners of Performance

- Tyler will be used to pay vendors and employees by June 30
- Tyler will be used to track projects and grants by June 30.
- Single Points of failure will be identified by April 30 with a plan for identifying processes requiring documentation by August 1 and developing documentation by November 30.

Leader and Professional Development

- Professional Development:
 - Focused primarily on building skills
 - Includes Leadership Nampa (5 have attended)
 - Attendance at free or low cost workshops, or online services.
 - Use HR training for supervisors.

- Depth in your bench: We will use Tyler to create uniform processes that are documented and easy to follow in the event of transition.

- Describe your succession planning efforts: Good documentation provides the optimum choice for management.

Best Practices/Lessons Learned

- ▶ When ERP references identify the need for capacity, listen carefully and apply.
- ▶ More communication is imperative.
- ▶ Offering Finance Department services to other departments has proven beneficial.
- ▶ Best practices common in other organizations have yet to be applied within City government. Tyler will assist. Requisitions is an example; purchase orders throughout the organization is another; centralized purchasing is a third.



Challenges

- Too little capacity to allow leadership development, training and time off.
- Need a bigger budget for capacity building when implementing an ERP.
- Stress has probably led to more illness than in prior years.
- Change brings the risk of turnover.



Special Recognition

- The team works the hours necessary to meet the deadlines.
- Everyone is working to the best of their ability. The team is trying to get their work done and meet deadlines while learning and testing a new software system. It comes at a significant price tag in terms of health, mental health, as well as some support for other departments.

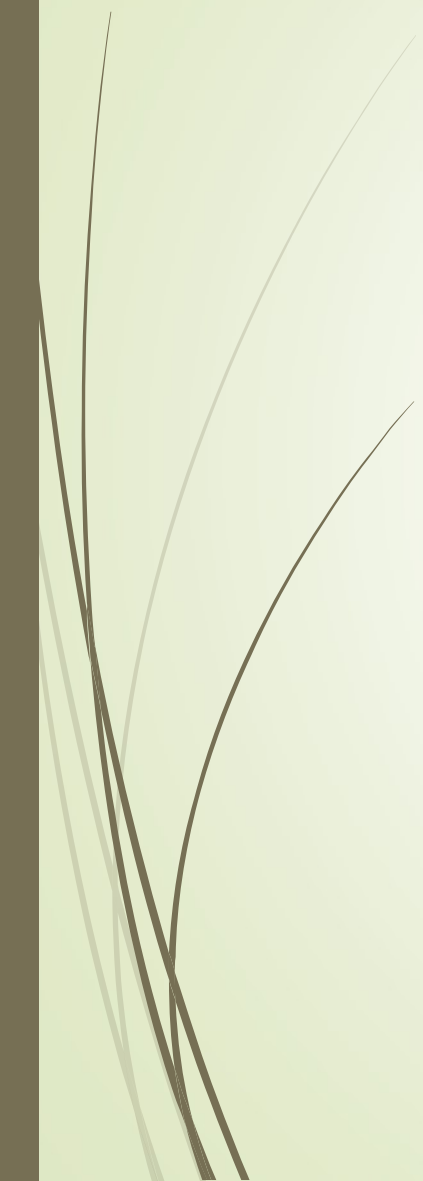


Community Engagement

- Wellness or Rec Center Participation ➤ 7
- Rake up/Brush up Nampa ➤ 4
- Volunteers at school, civic clubs, non-profits, churches, HOA ➤ 9
- Donate Blood regularly ➤ 1



Other Information



The City is in a delicate position now due to growth that doesn't quite support increased budgets. City revenue remains about two years behind the growth curve and yet services are demanded immediately. Staff feel the burden with the increased demand for services. The Tyler project is critical to help us create efficiencies and try to gain efficiencies in processes.