

M E M O R A N D U M

TO: Board of Trustees

THROUGH: Robert Harrison
District General Manager

FROM: Jessica O’Connell
Director of Finance

SUBJECT: FY2025/2026 Budget Workshop #2

DATE: March 12, 2025

Introduction

The Board of Trustees has scheduled a series of budget workshops to inform development of the District’s FY2025/2026 budget.

The first budget workshop, held on February 26, 2025, reviewed existing Board Fiscal and Budget Policies 6.1.0; 6.2.0; and 12.1.0 as well as a discussion on Rates and Fees for the Recreation Center, and Diamond Peak Venues and the draft update of the Districts 5-Year Capital Improvement Project and Financing. The second budget workshop, held on March 5, 2022, focused on a review of Group Picnic Rental; Sports Field and Tournament Rental, as well as the Park Funding and budget assumptions being applied to the budget development process.

Tonight’s budget workshop is designed to focus on the Draft Department presentations in the General Fund and Utility Fund. the workshop will cover:

- General Fund
 - General Manager
 - Legal
 - Finance Information Technology
 - Communications

- Utilities
 - Water
 - Sewer
 - Solid Waste
 - TWSA

Next Steps

Following feedback provided by the Board of Trustees, staff will refine and adjust the draft budgets and return to the Board in late March with a draft FY2025/26 Tentative Budget, to include operating and capital budgets for FY2025/26 as well as updated Multi-Year Capital Plan.

The Board is scheduled to approve the FY2025/26 Tentative Budget by April 9th, and the FY2025/26 Final Budget by May 21st. The final approved Multi-Year Capital Plan is required to be filed with the State of Nevada by August 1st.

Attachments:

GM Executive Summary

General Fund Executive Summary

HR Executive Summary

IT Executive Summary

Public Works Engineering Fleet Executive Summary

Finance Executive Summary

**Incline Village General Improvement District
General Manager
Executive Summary
Operating Budget FY 2025/26**

Overview

The GM manages and supports the Board and employees of IVGID. The GM ensures the organization has an effective team that can support the policy making of the Board by providing accurate and relevant information for the Boards review in policy making. The GM works with the Leadership Team to ensure that the organization provides excellent customer service to the public and meets the identified goals and objectives of the organization.

The General Fund covers the overall Management and Administration of the District. The General Fund staff includes Human Resources, Information Technology, Finance and Accounting, and the General Manager's office. All Staff within the General Fund provide support services to the respective departments with the District as well as an outward presence, via a service desk, located within the Administrative offices located at 893 Southwood Boulevard. This office is open to the public Monday through Thursday, 8:00am – 5:00pm, Friday 8:00am – 4:00pm. This office is closed on all observed holidays.

Budget/Staffing Summary:

The GM department supports 2.5 full-time positions, the GM, Administrative Services Director, and the Clerk of the Board. Key functions of the department include oversight of the organization and ensuring that all of the venues and public works are engaged and providing services effectively and efficiently. The GM also connects with various community organizations on interests or programs of the community. The GM budget also includes district wide general legal support.

Strategic Goals for FY 25/26:

1. Coordinate with the Finance Department to ensure the district can finalize its audit, meet any obligations placed on the District by the Department of Tax, and insure the continued solvency of the District
2. Train and develop employees in the High Performance Organization model and in LEAN so that the Leadership Team and GM can take a comprehensive approach to evaluating the provision of services, and costs associated with those services.
3. Establish benchmarks that enable the District to measure customer satisfaction with the various services proved by the District.
4. Evaluate the various venues, staffing, and operations to insure that services are being provided efficiently with excellent customer service.
5. Enhance the organizational culture that exists in the District through development, training, and review of organizational policies and systems and make necessary adjustments in order to meet organizational goals.
6. Review those areas of significant investment/costs in the organization and most significantly in the operating budget of the organization.

Recommended Personnel Budget Changes for Fiscal Year Ending 2026:

Operating:

- Legal services: Working with the Board, make a determination if the District remains with a contract attorney or brings an attorney in-house. Develop an operating budget for the District attorney and separate into it's operational budget to provide better transparency in the provision of this service.
- No personnel adjustments

**Incline Village General
Improvement District General
Fund
Executive Summary Operating Budget FY2025-2026**

Overview

The General Fund oversees the overall management and administration of the District. The General Fund staff include Human Resources, Information Technology, Finance and Accounting, the General Manager, Community Relations, Legal, and Trustee. All staff within the General Fund provide support services to the respective departments within the District as well as an outward presence via a service desk located within the administrative offices at 893 Southwood Boulevard.

This office is open to the public Monday through Thursday, 8:00am – 5:00pm, and Friday 8:00am – 4:00pm. The office is closed on all observed holidays.

Services Provided

Frequency

Management and Administration:

District Governance and Communication	Daily
Senior Team.....	Weekly
Operating & Capital Projects Administration	Daily
Human Resources.....	Monday through Friday
Human Resources (after hours).....	On-Call as needed
Payroll and Employee Benefits	Monday through Friday
Payroll and Employee Benefits (after hours).....	On-Call as needed
Employee Safety & HR Risk Management.....	Monday through Friday
Information Systems.....	24/7/365
Information Technology Support Services	In office & on call
Finance and Accounting	Monday through Friday
Washoe County Marriage License Issuance	On hiatus

Trustees and Audit Committee:

Governance & Public Meetings	Bi-Monthly Meetings
Community Forums Notices and Recordkeeping	As necessary for
.....	meetings
Ordinances, Resolutions, Policies, and Practices	Ongoing maintenance

Legal Compliance:

Nevada Revised Statutes; Nevada Administrative Code; Federal and Nevada Labor Laws and Standards; Federal and Nevada OSHA Standard; Municipal Securities Rulemaking Board

**Incline Village General Improvement District
Human Resources / Risk Management
Executive Summary
Operating Budget FY 2025/26**

Overview

The Human Resources Department manages and supports the staff of IVGID to ensure the company has a healthy, productive and legally compliant workforce.

The HR offices are located in the Administration building, alongside Administration, Finance and Accounting and Information Technology. Our offices are open Monday through Thursday, 8:00am through 5:00pm, Friday 8:00 am through 4:00pm. Our offices are closed on all observed holidays.

The General Fund covers the overall Management and Administration of the District. The General Fund staff includes Human Resources, Information Technology, Finance and Accounting, and the General Manager's office. All Staff within the General Fund provide support services to the respective departments with the District as well as an outward presence, via a service desk, located within the Administrative offices located at 893 Southwood Boulevard. This office is open to the public Monday through Thursday, 8:00am – 5:00pm, Friday 8:00am – 4:00pm. This office is closed on all observed holidays.

Budget/Staffing Summary:

The Human Resources/Risk Management team supports 8 full time positions. Key functions of our operations include: Recruitment, Employee Relations, Payroll and Benefits Administration, Training and Development, Performance Management, Workplace Safety, District Culture and Employee Engagement, Policy Development and Regulatory Compliance Oversight and Management.

The HR Department continues to evaluate its own staffing and service level needs to ensure the District's management and employee needs exceed expectations. In doing so, we find we are more reactive than proactive. As HR management staff have kept a keen eye on their SWOT analyses, the team has identified proposed strategies to specifically address the weaknesses and threats.

Example:

- Promote Human Resources as a Business Partner to operating venues; re-establish the department as more than just a support function, but also a resource as operating decisions are made.
- Identify department goals and evaluate then implement HR related actions to help departments achieve those goals.
- Identify and correct deficiencies in HR analytics
- Identify and propose for consideration:
- Improve on and off-boarding strategies
- Continue to work with IT, Finance and the Tyler team to improve functionality of HRIS system.

Strategic Goals for FY 25/26:

1. Partnering with PoolPact and legal counsel, complete review of current District Personnel Policies for update and review.
2. Complete ongoing HR Assessment with PoolPact to identify critical deficiencies in current practices.
3. Create a committee of benefited employees to assist in the evaluation of our current employee retirement services. Present to District General Manager the results from the submitted responses to an RFQ for Financial Advisor, Recordkeeper & Custodian services.
4. Implement risk management oversight at operating venues by creating a structured process to identify, assess, mitigate and monitor risks that could impact the venue's operations, safety and financial health.
5. To strengthen current employee retention programs, find ways to:

- a. Enhance the employee experience
 - b. Provide career development and growth opportunities
 - c. Ensure competitive compensation packages
 - d. Provide ongoing leadership & management training
 - e. Conduct ongoing employee satisfaction surveys
6. Enhance current Performance Management processes.
 7. Working with Recruitment team, finalize implementation of the Applicant Tracking System (ATS) to automate current manual-intensive processes. Utilizing the strength of the system, improve current onboarding processes to better collaborate with hiring managers.

Recommended Personnel Budget Changes for Fiscal Year Ending 2026:

Staffing:

- Title change from Payroll/Benefits Coordinator to HR/Benefits Coordinator

Operating:

Significant Changes

- Legal service costs
 - To continue working relationship with Labor Negotiator, Attorney Scott Abbott
- Professional consultants
 - To provide ongoing Tyler training
- Contractual Services
 - To complete an overall classification and compensation survey for current FTYRB positions.

**Incline Village General Improvement District
Information Technology and Services
Executive Summary
Operating Budget FY25/26**

Overview

The Information Technology and Services Department is responsible for managing and supporting the Digital Operations infrastructure across the entire District. This includes the operation and maintenance of two redundant data centers that host all on-site digital services. The department provides comprehensive support to meet the digital needs of 195 full-time and seasonal employees. While the primary focus of the department is to enable and assist staff in their day-to-day operations, the utmost priority remains safeguarding the District's systems and data to ensure their security and integrity.

The Information Technology (IT) office is located within the Administration Building, alongside the Administration, Finance and Accounting, and Human Resources departments. While the IT office is not open to the public, it is staffed seven days a week from 7:00 AM to 5:30 PM. Although the office is closed on all observed holidays, IT support staff remain available either on-call or on-site to ensure uninterrupted venue and business operations with 24/7/365 coverage.

IT operations function continuously, 24/7/365, with all systems, network devices, and services monitored around the clock to maintain operational integrity and reliability.

Staffing Summary:

The Information Technology department retains 6 full-time positions.

- IT Director
- Sr. IT Analyst
- Network Administrator
- Software Specialist
- IT Technician (2)

Key operational functions include:

Configuration, Maintenance and Support of:

- 2 Hyperconverged Server Clusters
- 2 Air-gapped Industrial Operations Systems and Networks
- 61 Virtual Servers
- District Wide Public and Business Wi-Fi
- 71 Software Packages (SAAS, Hosted, On-Prem)
- 20 Core System Services
- 380 Desktop/Laptop/Cellular Endpoints
- 560 Active and Inactive Email Mailboxes
- 150 Network Devices
- Local and Cloud backups of all User and System data

Long-Term Initiatives for FY 25/26:

1. Replacement of 6 end of life on-site backup repositories.....(\$100,000)
2. Upgrade of server operating systems from MS Server '19 → '25.....(\$95,000)
3. Upgrade of endpoint operating systems from Win10 → Win11.....(No Expense)
4. Upgrade and migration of District-wide VoIP System and SIP Provider.....(\$100,000)
5. Migration of cloud and onsite Email protection and backup service.....(\$45,000)
6. Rollout of DocuSign to District Directors and Managers.....(\$30,000)
7. Continued support of the on-going Tyler implementation efforts of the HR and Finance departments.

**Incline Village General Improvement District
Public Works - Utilities
Executive Summary
Operating Budget FY2025/26
DRAFT 03/06/25**

Overview

The Incline Village General Improvement District (IVGID) Public Works Department oversees essential services for the communities of Incline Village and Crystal Bay. These services include water and wastewater management, as well as the administration of the Solid Waste Franchise. Additionally, Public Works serves as the host agency for the Tahoe Water Suppliers Association (TWSA).

Public Works is also responsible for District-wide Engineering services, which encompass both Capital and Maintenance Projects, Fleet Maintenance, and Building Maintenance—commonly referred to as Internal Services (Fund 400 under separate cover).

Our dedicated and award-winning Public Works team takes great pride in ensuring the delivery of clean, safe drinking water, and the efficient collection and treatment of sewage. We are deeply committed to the stewardship of our resources, with a strong focus on protecting and preserving the source water in the Tahoe Basin. This commitment is reflected in our well-maintained infrastructure, excellent customer service, and strong financial standing.

Budget/Staffing Summary

The Utility Fund (200) has a total of 32 full-time positions and two part time positions, dedicated to fulfilling the tasks required to achieve the District's goals, comply with regulatory requirements, and maintain service levels. In FY 21-22, Raftelis conducted a Utilities Management Review and Asset Assessment, identifying several staffing gaps. Since then, Public Works has been working closely with the General Manager and HR department not only to address these gaps but also to identify and implement efficiencies within the operation to enhance overall performance.

The following staffing adjustments are proposed in the preliminary FY 2025/26 Utilities budget:

1. **Position Eliminations:**
 - Eliminate the Customer Service Rep II, Lead WW Supervisor (Water), and Resource Conservationist positions due to operational adjustments and staff retirement.
2. **Position Reclassifications and Expansions:**
 - Formalize the Utilities Superintendent role to oversee Water, Wastewater, and Waste Not Divisions.
 - Consolidate Meter Technician I and II into one position.
 - Fund the Public Works Maintenance II position to support utility building maintenance and float to assist the Buildings department for special projects.
3. **Waste Not Division Restructure:**
 - Reclassify roles to create Source Water Protection Supervisor and Source Water Protection Specialist, with oversight from the Utilities Superintendent.

**Incline Village General Improvement District
Public Works - Utilities
Executive Summary
Operating Budget FY2025/26
DRAFT 03/06/25**

Division Highlights – Service Levels

Water and Wastewater Services

The District owns, operates and maintains the following water and wastewater system infrastructure to meet or exceed Federal EPA and State of Nevada regulations. The District's systems cover a service area of 15.3 square miles and is very complex with an elevation change from 6229' to over 8000' requiring multiple pressure zones, additional reservoirs, complex pumping, and SCADA control systems.

Water System

- Ultraviolet & Ozone Water Treatment Plant with Sodium Hypochlorite for System Disinfection and Sodium Silicate for Corrosion Protection - Able to Treat 8.5 Million Gallons Daily
- 100 Miles of Water Mains between 4" to 24"
- 753 Fire Hydrants, 12 IVGID Fire Hydrants, and 106 Private Fire Hydrants
- 2,031 Gate Valves
- 13 Water Tanks with 7 Million Gallons of Storage
- 13 Water Pumping Stations with 26 Pressure Zones
- Service Connections to over 4,440 Water Meters

Wastewater System

- 105 Miles of Gravity Lines
- 14 Miles of Wastewater Force Main between 6" to 24"
- 1,926 Wastewater Manholes
- 1 Effluent Storage Tank – 2.5 Million Gallons of Storage (placed in service 2024)
- 21 Wastewater Pump Stations (including new 2024 effluent storage tank pump station)
- Wastewater Treatment Plant with up to 2.1 Million Gallons Daily Treatment Capacity
- 20 Miles of Effluent Pipeline to Carson Valley
- 900-acre Effluent Re-Use Wetland Site Located in Carson Valley

The District completed a Water and Wastewater Master Plan in 2024, which provides a strategic roadmap for capital repairs and ongoing maintenance. As part of its asset management program, the District also implements a comprehensive preventative maintenance program. This program covers all infrastructure, including pipes, pumps, motors, valves, generators, instruments, and other essential equipment and appurtenances.

Water and Wastewater Service Measures

The District reads over 4,440 water meters and prepares utility bills monthly for the following customer statistics.

<u>Measure</u>	<u>2022-23 Actual</u>	<u>2023-24 Actual</u>	<u>2024-25 Planned</u>	<u>2025-26 Proposed</u>
Water Users	8,110	8,115	8,120	8,120
Wastewater Users	8,021	8,025	8,031	8,031
Water Accounts Billed	4,276	4,280	4,292	4,292
Wastewater Accounts Billed	4,190	4,192	4,203	4,203

**Incline Village General Improvement District
Public Works - Utilities
Executive Summary
Operating Budget FY2025/26
DRAFT 03/06/25**

Waste Not (Solid Waste and TWSA)

The Waste Not Program is the conservation initiative of the Incline Village General Improvement District (IVGID), dedicated to safeguarding the community's natural resources through sustainable waste management practices. It encompasses a wide range of services aimed at promoting environmental stewardship, including waste reduction, recycling, water conservation, watershed protection, and educational outreach. As part of this program, IVGID also oversees the Waste Management franchise contract to ensure effective and efficient waste disposal for residents.

As part of the Waste Not program, IVGID also plays a key role in the Tahoe Water Suppliers Association (TWSA), which provides oversight and coordination of source water protection efforts. IVGID serves as the home agency for TWSA, which works to ensure safe, clean drinking water by managing watershed protection and implementing federal and state regulations. TWSA's role includes adherence to the Safe Drinking Water Act (SDWA) and the Surface Water Treatment Rule (SWTR), which regulate water quality and safety for surface water systems, such as those serving the Lake Tahoe area. TWSA ensures that water systems operating under a non-filtration permit—allowing them to avoid filtration requirements—are in full compliance with the regulations governing watershed control.

Under the SDWA, the Environmental Protection Agency (EPA) and the State of Nevada mandate that surface water systems implement effective Watershed Control Programs (WCP) to protect drinking water sources from contamination. TWSA members are responsible for completing an annual WCP and rolling annual update to the purveyors' Sanitary Survey to assess and improve watershed management strategies. The goal of the WCP is to minimize potential contaminants such as Giardia, Cryptosporidium, and viruses from entering water supplies by identifying and controlling risks associated with the watershed. This includes monitoring, education, and outreach programs, as well as implementing physical and regulatory measures to control potential sources of contamination.

The TWSA annual report details these efforts, covering the watershed description, contamination control mechanisms, monitoring programs, and acquisition or control of watershed areas. These efforts align with EPA regulations such as the Interim Enhanced Surface Water Treatment Rule and Long-Term 2 Enhanced Surface Water Treatment Rule (LT2 Rule), which require proactive management of source water to prevent contamination.

Household Hazardous Waste (HHW) Services are an integral part of Waste Not, offered on an appointment basis from May to September. This service allows residents to dispose of hazardous materials safely. The electronic waste (E-Waste) drop-off service runs concurrently with HHW disposal on the same day each week at the Public Works site, providing a convenient and responsible disposal option for HHW and E-Waste. The Waste Not program also facilitates disposal of IVGID generated hazardous waste and E-waste.

Despite rising disposal costs and an increasing franchise fee that has not kept pace with inflation, Waste Not continues to offer these essential services, although limitations and additional constraints may apply.

**Incline Village General Improvement District
Public Works - Utilities
Executive Summary
Operating Budget FY2025/26
DRAFT 03/06/25**

In addition to these services, Waste Not ensures compliance with IVGID Ordinance 1 through solid waste field response services in partnership with Clean Tahoe, funded by a \$45,000 contract. This partnership ensures that waste management regulations are upheld, and environmental standards are met.

The franchise fee contract with Waste Management expires in 2026. The District will engage with an outside legal counsel to negotiate a new 10 year contract.

In FY 2025/26, Waste Not will continue to work together with Basin partners to ensure that the community's water resources are protected through comprehensive watershed management, public outreach, and regulatory compliance. These initiatives are central to IVGID's commitment to environmental stewardship and sustainability, and they play a critical role in maintaining safe, clean drinking water for the residents of Incline Village Crystal Bay and surrounding areas.

FY2025-26 Budget Highlights

Utility Revenues -

A rate increase of 15.7% for water and 8.0% for wastewater in FY 24-25 was approved by the Board of Trustees at their meeting of July 10, 2024. In order to maintain the existing level of service for both the water and wastewater division continue to build reserves to meet the District's reserve policy, a proposed rate increase of ___ is anticipated.

Staffing

The Utility fund FY2025/26 budget finds efficiencies in operations by:

- Eliminating 3 positions
- Proposed funding for 1 position – PW Maintenance II

Operations and Maintenance

- The FY25/26 budget includes funding to operations and maintenance activities, adjusted for inflationary costs for supplies, services and chemicals.
- Funds were included to continue to replace water meter transponders, pavement rehabilitation due to unexpected watermain leaks, and grease removal and transport by an outside contractor.

Capital

Significant projects (greater than \$500,000) included in the FY2025/26 capital budget include:

- Rolling Stock Funding for the replacement of the 2004 Freightliner Vactor Truck #534
- Funding is provided for the Utilities System and Plant Control Upgrade (SCADA), which is a planned two-year project to replace the 1970s era system components and software that is no longer supported.
- Increased funding for annual water main replacement.
- Funding for year-three construction of the Effluent Pipeline Project with budget from year-four moved forward because project is ahead of schedule
 - Total Funding Acquired for Effluent Pipeline Project To Date:
 - CW2303 Clean Water SRF Loan \$15,760,000 (closed in repayment)
 - CW2304 Clean Water SRF Principle Forgiveness Loan \$240,000 (closed)
 - CW2401 Clean Water SRF Principle Forgiveness Loan \$368,300 (closed)
 - CW2402 Clean Water SRF Loan \$36,371,700 (open)

**Incline Village General Improvement District
Public Works - Utilities
Executive Summary
Operating Budget FY2025/26
*DRAFT 03/06/25***

- USACE 595 Program Increment #2 Federal Share \$4,339,089 (closed)
- EPA Community Grant \$1,600,000 (open)
- IVGID Board Restricted Funds \$14,693,903

Incline Village General Improvement District
Finance Services
Executive Summary
Operating Budget FY25-26

Overview

A finance department in any organization is crucial for managing and maintaining the company's financial health. Here's an overview of its primary responsibilities:

Budgeting and Forecasting: Developing budgets, preparing financial forecasts, and monitoring expenditure against budgets to ensure financial stability.

Financial Reporting: Producing accurate financial reports such as income statements, balance sheets, and cash flow statements. These reports help in assessing the company's financial performance and making strategic decisions.

Accounts Payable and Receivable: Managing the company's payables and receivables. This includes processing supplier invoices, ensuring timely payments, and collecting money owed to the company.

Payroll Management: Ensuring employees are paid accurately and on time, including calculating salaries, wages, taxes, and other deductions.

Financial Analysis: Analyzing financial data to identify trends, opportunities for improvement, and potential risks. This helps with making informed business decisions.

Compliance and Audit: Ensuring the company complies with all financial regulations and accounting standards. This includes preparing for and undergoing audits.

Investment Management: Managing the company's investments and assets to optimize returns and minimize risks.

Audit: Organizing financial records, reconciliations, internal review, documentation, compliance check, coordination, providing access, pre-audit meetings, training and awareness and follow-up.

Staffing Summary:

The Finance Department currently consists of:

- Director of Finance
- Assistant Director of Finance
- Controller
- Management Analyst
- Management Analyst
- Revenue Supervisor
- Senior Accountants
- Accountants (3)
- Accounts Payable Technician

Within this budget, and in collaboration with the General Manager, I would like to reorganize many of the duties and responsibilities of several existing positions to develop the most efficient framework for success. This reorganization does require additional staff to cover the full utilization of all the modules provided by the new EERP System, allowing us to operate financial information and reporting efficiently. However, overall, the organization has a reduction of cost in the General Fund Budget of approximately \$22,000. The goal is to acquire new skills and capacity within the department. Here are the new assignments anticipated in the reorganized department.

- Director of Finance
- Finance Manager-Reorg
- Management Analyst-EERP-New
- Management Analyst-Payroll
- Management Analyst-Finance
- Senior Accountants (2)-Reorg
- Accountants (2)-Reduction
- Accounts Payable Technician

Key operational functions include:

- Accounting: Recording all financial transactions, maintaining accurate and up-to-date records of income, expenses, assets, and liabilities.
- Financial Reporting: Preparing financial statements such as balance sheets, income statements, and cash flow statements, which provide a snapshot of the company's financial health.
- Accounts Payable: Managing the company's obligations to pay off short-term debts to its creditors or suppliers, ensuring timely and accurate payment processing.
- Accounts Receivable: Tracking money owed to the company by customers or clients, sending out invoices, and ensuring timely collection of payments.
- Payroll Processing: Calculating and distributing employee wages, salaries, bonuses, and deductions, ensuring compliance with tax and labor laws.
- Budgeting and Forecasting: Assisting in the creation of budgets and financial forecasts to help guide business decisions and ensure financial stability.
- Reconciliation: Comparing financial records to ensure accuracy, such as matching bank statements with the company's internal records to identify discrepancies.
- Internal Controls: Implementing and maintaining internal controls to prevent fraud, ensure accurate financial reporting, and safeguard company assets.
- Financial Analysis: Analyzing financial data to identify trends, variances, and opportunities for improvement, providing insights into better decision-making.

Initiatives for FY 25-26:

IVGID purchased and implemented Tyler Technologies' EERP (Enterprise Enterprise Resource Planning), a business system that manages finance, human resources, supply chain, and operations within a single integrated platform.

A post-investment assessment was performed in FY25 to understand the current processes, evaluate how EERP is being utilized, and identify areas where functionalities can be optimized to maximize the benefits of the system.

The following recommendations were made for improved utilization:

- Cash Management and Bank Reconciliation
- P-Card Credit Card Processing
- Capital Assets Management
- Project Ledger
- Central Project Budget
- Central Budget
- Accounts Payable Import
- Hub Admin Features to Enhance End-User Experience
- RBTC: Responsible for Facilitating and Assigning Effective Permissions and Data Access to Users
- Workflow Optimization
- Contracts, Bid Process, and Purchase Order Management
- SSRS SQL Reporting

The Finance Department, along with the Human Resource Department, is looking forward to optimizing the new EERP system. To facilitate this process, we recommend creating a specialized ERP Analyst position. This position will serve as the project manager for the remaining Tyler systems that have been purchased but have not yet been activated or have become fully functional. The ERP Analyst will assist with onboarding new employees to EERP, create and maintain custom SSRS SQL reporting, maximize full utilization of the system, and maintain workflow and internal controls. We will present the Board with an update and implementation plan for the balance of the ERP system by April 9, 2025.