

November 18, 2019

From:

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To:

Wendy Ham,
Executive Director, AFOA BC
Suite 1010-100 Park Royal
West Vancouver BC, V7T 1A2

Re: AFOA Best Practices Award

I feel honored to nominate Tracy Appel for the Best Practices Award from AFOA BC.

My recommendation is based on the interactions the bank has had with the nation; as represented by their designated rep-Tracy.

Tracy is the General Manager for the nation; but also was previously the Finance Manager. And at one point held both positions until the nation hired a Finance Manager to take her place.

While I feel she has demonstrated all of the qualities listed under the suggested topics for a nomination; I would like to highlight two that I feel exemplify her dedication to the overall well-being and financial management of the nation.

The first point I can relate too is under the suggested topic of Strategic Planning in relation to Cash Management.

During her transition from Finance Manger to General Manager; she engaged the bank to share a portion of their strategic plan to grow the wealth of the nation's finances using the cash on hand. She needed to know what would be available to the nation to manage cash for both the short and long term needs. Thus, imploring the bank to utilize the tools available to find a solution to their needs.

While I cannot share the exact details of the solution; but can comment on the overall approach. Tracy provided a well-structured fiscal management plan- approved by her Chief and Council. Then tasked the bank to provide a wide array of options listing the pros and cons of the products that would match the nation's goal to grow their wealth on the short and long term needs of the nation. Which she could then share with chief and council to make an informed decision.

The second point is in relation to her commitment to maintain a strong business relationship with the bank for both the nation and their development corporation. Enhanced through active communication on keeping the bank informed on situations and where necessary being proactive and not reactive when it comes to securing financial instruments to enhance the business and nations operations.

These two points exemplify Tracy's commitment to understanding the goals and objectives set out by chief and council; and being the leader she is-engaging external partners to assist grow the wealth and manage the assets of the nation in the best interests of the community she serves.

It has indeed been a pleasure to work closely with Tracy and I am hopeful this letter of recommendation will be useful in AFOA's deliberations for considering her as a recipient for a Best Practice Award.

Respectfully,

Paul Mercer