

AGENDA

Joint Administrative Services Board
Monday August 25, 2014 1:00 p.m.
Joint Government Center

1. **Call to Order.**
2. **Approval of Minutes. (July 28 Minutes Attached).**
3. **Travel Policy.** Emily Johnson, Accounts Payable Specialist, has recommended modifications to our current travel policies. Two recommendations directly address problems that have continued since the most recent revision of the travel policy in 2010. Those recommendations are:
 - A. Payment of per diem rates for meals in cases of overnight travel, rather than the current system of reimbursement for individual meals.
 - B. Development and mandated use of a single form for capturing travel expenditures.

In addition to these items, Ms. Johnson will review additional modifications to current policy intended as clarification of current policy. Please find the current (p. 2) and proposed (p. 5) policies attached. Action is not requested at this meeting.

4. **ERP Update.** Since the last meeting there has been two days of Chart of Accounts training and development, and one half day of Cloud Administration training. There was also a meeting with Social Services to set up a chart of accounts for CCSS and CSA. This week there will be two days of training on System Administration, and next week two days of training on Security and Workflow administration. We plan to complete the Chart of Accounts draft by mid-September in advance of the annual financial audit. Board members should now have access to the Sharepoint site on which the project plan and calendar are laid out. Attached is a proposed communication to employees regarding the new system (p. 22). The Board should discuss the text, as well as the best means of distributing it.
5. **Pay and Classification Update.** JAS job descriptions were reviewed and forwarded to Evergreen. Evergreen is expected to respond in the near future through Rick Catlett.
6. **Next Meeting September 29.**

Current Policy

- a. the contemporaneous employment or financial interest of the County employee has been publicly disclosed;
- b. the County employee will be able to perform its procurement functions without actual or apparent bias or favoritism; and
- c. the award will be in the best interests of the County.

18.8. Use of Confidential Information. It shall be unethical for any employee or former employee knowingly to use confidential information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.

18.9. Sanctions. The County may impose any one or more of the following sanctions on a County employee for violations of the ethical standards in this Article:

- a. oral or written warnings or reprimands;
- b. suspension with or without pay for specified periods of time; or
- c. termination of employment.

The Board of Supervisors and/or the School Board may impose any one or more of the following sanctions on a nonemployee for violations of the ethical standards:

- a. written warnings or reprimands;
- b. termination of contracts; or
- c. debarment or suspension as provided in "Authority to Debar or Suspend"

18.10. Recovery of Value Transferred or Received in Breach of Ethical Standards. The value of anything transferred or received in breach of the ethical standards of this Resolution by a County employee or a nonemployee may be recovered from both County employee and nonemployee.

Upon a showing that a subcontractor made a kickback to a prime contractor or a higher tier subcontractor in connection with the award of a subcontract or order there under, it shall be conclusively presumed that the amount thereof was included in the price of the subcontract or order and ultimately borne by the County and will be recoverable hereunder from the recipient. In addition, that amount may also be recovered from the subcontractor making such kickbacks. Recovery from one offending party shall not preclude recovery from other offending parties.

18.11. Discrimination. In the solicitation or awarding of contracts, the County shall not discriminate against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, status as a service disabled veteran, or any other basis prohibited by state law relating to discrimination in employment.

ARTICLE 19: TRAVEL, MEAL, AND MILEAGE REIMBURSEMENTS

SUMMARY

- DEPENDING ON THE EXPECTED COST OF THE TRIP, THE EMPLOYEE MUST HAVE ACCOUNT MANAGER OR EXECUTIVE APPROVAL BEFORE DEPARTING.
- SUMMARY OF TRAVEL EXPENSES THAT ARE ELIGIBLE OR UNELIGIBLE FOR REIMBURSEMENT
- PROCEDURE FOR REQUESTING REIMBURSEMENT FOR MILEAGE, MEALS, AND PUBLIC TRANSPORTATION

- 19.1. Planning for Travel. The County will reimburse employees traveling on official County business for reasonable and necessary expenses involved. Travel expenses are open to the public and must be able to sustain the test of public review. When planning and paying for travel, economy, discretion, and necessity are of special importance. The use of County funds to accommodate personal comfort, convenience, and taste is not permitted.

Travelers must keep receipts and accurate records of all expenses to ensure correct reporting and submission of travel reimbursements.

The County will not act as a fiscal agent for expenses incurred by family members traveling with employees.

- 19.2. Travel Requisition. All travel requires the completion of a Travel Requisition. Minor travel is travel clearly totaling \$800 or less for all expenses, and which includes no lodging or fare expense. Major travel is travel likely to cost more than \$800, or which includes lodging or fare expense. An Account Manager must approve minor travel in advance. An Executive must approve major travel in advance.

The Requisition shall include a reason for the travel, a hard-copy confirmation of any and all hotel and airline expenses. The Requisition shall also include an estimate of meal expenses, conference/seminar registrations, and any other travel costs.

- 19.3. Advance Payments. Advance payments for direct-billed hotel/motel expenses are discouraged. Use of a County Credit Card is encouraged to secure room confirmations. Actual advance payments for travel will not be reimbursed prior to the trip.

- 19.4. Meal Expenses. Generally, meals that do not involve an overnight stay are not reimbursable. When staying overnight, the employee is permitted to request reimbursement for meals and incidental expenses incurred during the trip. The rates allowed for meals and incidental expenses are set per the U.S. General Services Administration. To view the rates, log onto www.gsa.gov and click on "per diem rates" and then click on Virginia. Please note that there are lower amounts allotted for first and last day stays. The Executive is authorized to approve exceptions to the GSA per diem rate provided that any exception authorized by the Executive is to be documented in writing setting forth a reasonable explanation for the exception.

To be reimbursed for any meal, the employee must have an Account Manager sign a completed Reimbursement Voucher and attach a copy of the receipt and other applicable paperwork.

One exception when meals may be reimbursed when an overnight stay is not involved is business meals. For the expense of a business meal to be reimbursed, the Reimbursement Voucher must include an Account Manager signature, the original receipt, a summary of the business that was discussed, and a list of all the individuals involved in the meal. The County employee initiating and sponsoring the cost of the business meal must have prior authorization from an Executive to spend County funds for a business meal.

- 19.5. Incidental Travel Expenses. Examples of Incidental Travel Expenses that are eligible for reimbursement include:

- a. Taxes and surcharges paid by the traveler for lodging.
- b. Business telephone calls and facsimiles made for official business purposes and paid for by the traveler may be claimed on the travel reimbursement voucher. A full explanation must be stated on the reimbursement voucher accompanied by supporting documentation. Individuals

using personally owned cellular telephones may be reimbursed for business calls when shown to be cost beneficial or out of necessity. In this case, an itemized cell phone statement must be included. In the event that free minutes are used for business calls, reimbursement is not permitted.

- c. Tolls and parking fees are reimbursable when paid for by the traveler in the course of conducting official County business.

Examples of Incidental Travel Expenses that are not eligible for reimbursement include:

- a. Lost or stolen articles
- b. Alcoholic beverages
- c. Damage to personal vehicles, clothing, or other items
- d. Services to gain entry to a locked vehicle
- e. Movies charged to hotel bills
- f. All expenses related to the personal negligence of the traveler, such as fines
- g. Entertainment expenses
- h. Personal vehicle towing charges
- i. Expenses for children, spouses, and companions while on travel status.

The above list is not all-inclusive. Travelers should use prudent judgment and remember that all travel expenses are open to the public and must be able to sustain the test of public review.

- 19.6. County-Owned Vehicles. When an employee is scheduled to travel for official County business, he/she is highly encouraged to contact the Maintenance Department to reserve one of the County-owned vehicles. The employee is expected to provide the Maintenance Department with as much advanced notice as possible.

When using a County-owned vehicle, the employee is expected to use the Fuel Card in the glove compartment of the vehicle or as provided by the Maintenance Department to fill the vehicle with fuel, as needed. Although rare, if an employee is in area that does not have a location that accepts the fuel card, the employee may use their personal funds for fuel and may request reimbursement fuel upon their return. However, the employee will be required to submit a copy of the receipt, a description of their trip, and the reasoning for not using the County Fuel Card with his/her request.

If possible, the employee should fill the County-owned vehicle with fuel before returning it to the Maintenance Department.

- 19.7. Mileage Reimbursement. When traveling for official County business, employees are permitted to use their personally owned automobile when a County-owned vehicle is not available, or when the use of a personally owned vehicle is cost-beneficial to the County. Employees electing to use their personal vehicle may request reimbursement for mileage by completing a Mileage Reimbursement Form. The Mileage Reimbursement Form shall include a description of the trip and the number of miles traveled for business purposes only. The Mileage Reimbursement Form shall be submitted to the Accounts Payable Department within thirty (30) days from the completion of the trip.

Mileage shall be reimbursed at the rate established by the Commonwealth of Virginia Department of General Services.

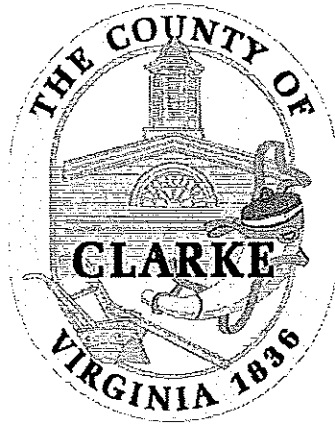
- 19.8. Public Transportation. Public transportation travel includes rental car, plane, train (including subway or metro), bus, taxi/shuttle, or other "for hire transportation." Public transportation rates must not

Proposed Policy

CLARKE COUNTY DEPARTMENT OF JOINT ADMINISTRATIVE SERVICES

PURCHASING DEPARTMENT

TRAVEL POLICY



CLARKE COUNTY PURCHASING DEPARTMENT

129 RAMSBURG LANE

BERRYVILLE, VA 22611

ADOPTED:

REVISED:

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ARTICLE X: TRAVEL, MEAL, AND MILEAGE REIMBURSEMENTS

SUMMARY

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- SUMMARY OF TRAVEL EXPENSES THAT ARE ELIGIBLE OR UNELIGIBLE FOR REIMBURSEMENT
- PROCEDURE FOR REQUESTING REIMBURSEMENT FOR MILEAGE, MEALS, AND PUBLIC TRANSPORTATION

1. Planning for Travel. The County will reimburse employees traveling on official County business for reasonable and necessary expenses involved. Employees are encouraged to make reservations far enough in advance to take full advantage of discount opportunities. Travel expenses are open to the public and must be able to sustain the test of public review. When planning and paying for travel, economy, discretion, and necessity are of special importance. The use of County funds to accommodate personal comfort, convenience, and taste are not permitted.

Travelers are responsible for keeping receipts of all expenses to ensure correct reporting and reimbursement following submission of travel documents.

The County will not act as a fiscal agent for expenses incurred by family members traveling with employees.

2. Travel Requisition. All travel requires the completion of a Travel Requisition included as APPENDIX A. Minor travel is travel clearly totaling \$800 or less for all expenses, and which includes no lodging or airfare expense. An Account Manager must approve minor travel in advance. Major travel is travel likely to cost more than \$800, or which includes lodging or airfare expense. An Executive must approve major travel in advance.

The Requisition shall include a reason for the travel, a hard-copy confirmation of any and all hotel and airline expenses. The Requisition shall also include an estimate of meal expenses based on per diem rates, conference/seminar registrations, taxi service/rental car, and any other travel costs.

3. Advance Payments. Advance payments for direct-billed hotel/motel expenses are discouraged. Use of a County Credit Card is encouraged to secure room confirmations. Actual advance payments for travel will not be reimbursed prior to the trip.

4. Meal Expenses. Generally, meals that do not involve an overnight stay are not reimbursable. When staying overnight, the employee is permitted to request reimbursement for meals and incidental expenses incurred during the trip based on per diem rates as calculated below. Clarke County rates for meals are guided by the GSA rate; however, it will be reimbursed at 70% of the full GSA rate. To view the rates, log onto www.gsa.gov and click on "per diem rates" and then enter the zip code of the hotel the employee will be staying. Here is an example of common areas of travel for Employees and how the rates are calculated:

Travel Area	GSA Daily Meal Rate	Clarke County Daily Meal Rate	Travel Day Rate at 75%
Richmond, VA	\$66.00	\$46.20	\$34.65
Berryville, VA	\$46.00	\$32.20	\$24.15
Virginia Beach, VA	\$56.00	\$39.20	\$29.40
Hot Springs, VA	\$46.00	\$32.20	\$24.15

*Please note that there are lower amounts allotted for first and last day stays "travel days" at 75% of the Clarke County Rate as noted by the chart above. If an employee Executive is authorized to approve exceptions to the GSA per diem rate provided that any exception authorized by the Executive is to be documented in writing setting forth a reasonable explanation for the exception.

To be reimbursed for meals, the employee must have an Account Manager sign a completed Reimbursement Voucher and attach a copy of the GSA website print out from the area traveled and any other applicable paperwork.

One exception when meals may be reimbursed when an overnight stay is not involved is business meals. For the expense of a business meal to be reimbursed, the Reimbursement Voucher must include an Account Manager signature, the original receipt, a summary of the business that was discussed, and a list of all the individuals involved in the meal. The County employee initiating and sponsoring the cost of the business meal must have prior authorization from an Executive to spend County funds for a business meal.

5. County-Owned Vehicles. When an employee is scheduled to travel for official County business, he/she is highly encouraged to contact the Maintenance Department to reserve one of the County-owned vehicles. The employee is expected to provide the Maintenance Department with as much advanced notice as possible.

When using a County-owned vehicle, the employee is expected to use the Fuel Card in the glove compartment of the vehicle or as provided by the Maintenance Department

to fill the vehicle with fuel, as needed. Although rare, if an employee is in area that does not have a location that accepts the fuel card, the employee may use their personal funds for fuel and may request reimbursement fuel upon their return. However, the employee will be required to submit a copy of the receipt, a description of their trip, and the reasoning for not using the County Fuel Card with his/her request.

If possible, the employee should fill the County-owned vehicle with fuel before returning it to the Maintenance Department.

Mileage Reimbursement. When traveling for official County business, employees are permitted to use their personally owned automobile when a County-owned vehicle is not available, or when the use of a personally owned vehicle is cost-beneficial to the County. Employees electing to use their personal vehicle may request reimbursement for mileage by completing a Mileage Reimbursement Form as included in APPENDIX B. You will not be reimbursed for gas as that is included in the mileage rate. The Mileage Reimbursement Form shall include a description of the trip and the number of miles traveled for business purposes only with a mapquest.com/googlemaps.com printout as backup documentation. Mileage will be calculated by using the employee's office as the starting and ending point, in compliance with IRS regulations. Mileage shall be reimbursed at the rate established by the IRS plus out of pocket cost for tolls and parking with receipts.

The Mileage Reimbursement Form shall be submitted to the Accounts Payable Department within thirty (30) days from the completion of the trip.

6. Lodging. Clarke County employees should select hotel chains that are well established, reasonable in price and conveniently located in relation to the travelers work assignment. If the employee has a discount rate with the local hotel, the hotel reservation should note that discount and the employee should confirm the lower rate upon arrival.

No shows or cancellation fees are not reimbursable if the employee does not comply with the hotel's cancellation policy. Tips for maids and other hotel staff are included in the per diem rate (incidentals) and are not reimbursed separately.

7. Air Travel. Only coach or economy seating is reimbursable and a direct flight only at the lowest logical fare. If a connecting flight will not add more than two hours before or after the requested departure time and no more than three hours to the total trip duration then the connecting flight should be accepted.

Baggage Fees. Reimbursement of personal baggage charges are based on the trip duration as follows:

- Up to five days = one checked bag
- Six or more days = two checked bags

8. Rental Car. Employees are authorized to rent cars only in conjunction with air travel when cost, convenience and the specific situation require their use. When renting a car, employees should select a midsize or intermediate size car and only rent a "full" size car when three or more employees are traveling together. Clarke County carries leased vehicle insurance so all additional insurance should be declined.

9. Public Transportation. Taxi or airport limousine services may be considered when traveling in and around cities or to and from airports when less expensive means of transportation are unavailable or impractical. When public transportation (Taxi or airport limousine service) is less expensive than economy parking for the duration of stay then public transportation should be utilized. The actual fare plus a reasonable tip (15-18%) are reimbursable. In the case of a free hotel shuttle to the airport, tips are included in the per diem rates under incidentals and will not be reimbursed separately. Public transportation from place of lodging to other locations is only eligible for reimbursement if it is for official County business purposes.

10. Incidental Travel Expenses. Examples of Incidental Travel Expenses that are eligible for reimbursement include:

- A. Taxes and surcharges paid by the traveler for lodging.
- B. Business telephone calls and facsimiles made for official business purposes and paid for by the traveler may be claimed on the travel reimbursement voucher. A full explanation must be stated on the reimbursement voucher accompanied by supporting documentation. Individuals using personally owned cellular telephones may be reimbursed for business calls when shown to be cost beneficial or out of necessity. In this case, an itemized cell phone statement must be included. In the event that free minutes are used for business calls, reimbursement is not permitted.
- C. Tolls and parking fees are reimbursable (receipts required) when paid for by the traveler in the course of conducting official County business.

Examples of Incidental Travel Expenses that are not eligible for reimbursement include:

- A. Lost or stolen articles
- B. Alcoholic beverages
- C. Valet parking unless no other type of parking is available
- D. Damage to personal vehicles, clothing, or other items
- E. Services to gain entry to a locked vehicle
- F. Movies, refrigerator rentals, room service fees, and other additional items frequently charged to hotel bills
- G. All expenses related to the personal negligence of the traveler, such as fines
- H. Entertainment expenses
- I. Personal vehicle towing charges
- J. Expenses for children, spouses, and companions while on travel status.

The above list is not all-inclusive. Travelers should use prudent judgment and remember that all travel expenses are open to the public and must be able to sustain the test of public review.

APPENDIX A

Travel Requisition Form

APPENDIX B

Mileage Reimbursement Form

J. Michael Hobert, seconded by Chip Schutte, moved to approve the May 27, 2014 minutes as presented. The motion carried by the following vote:

David Ash	-	Absent
J. Michael Hobert	-	Aye
Sharon Keeler	-	Aye
Chuck Bishop	-	Aye
Charles "Chip" Schutte	-	Aye

3. ERP Implementation Update

The kickoff meeting was held, general information on the project was gathered for development of the "project plan" and "implementation plan". Components of these plans are "the communications plan" and the "risk management plan". This full day meeting was followed by another meeting the next day from 8:30 to 2:30 to review the Scope of Work and Contract. This was tedious, but did raise a number of ambiguities and missing pieces which Tyler is investigating.

7/29 and 7/30 are full day meetings to restructure the Chart of Accounts. The SharePoint software (similar to Wrike) is being set up. Board members will have access to track the project. Sampling of issues:

- a. *Distributed versus central input of AP.*
- b. *Minimum time unit.*
- c. *Substitute Caller.*
- d. *Electronic timesheets.*
- e. *Purchasing cards*
- f. *Monthly employee reimbursements.*
- g. *Force policy change timeline to ERP implementation timeline.*
- h. *What version are we getting: need Silverlight, Java, Internet Explorer?*
1. *ESRI upgrade.*
- j. *Additional cashiering sites.*
- k. *Bank of Clarke service levels.*

Tom Judge provided a summary of the meetings with Tyler Munis conducted July 22 and 23. He advised that an introduction for IT was scheduled for August 14 to include, Ed Shewbridge, Gordon Russell, and Rob Fuller.

Mr. Judge distributed and reviewed a draft of the Implementation Management Plan 2014 by Munis. Highlights include:

- Review of the Communication Plan.
 - o Class size is limited to 15.
 - o Black-out dates need to be identified.

- Training mandate should come from the Joint Administrative Services Board, which is the technology governance board.
- Tom Judge will request expansion of SharePoint users.
- Review of Quality Management Plan
 - Owner on the matrix refers to the person[s] responsible for testing.
 - Chairman Hobert put forth for consideration placement of additional staffing to assist in implementation.
 - Implementation is spread out over three years with the initial phase going live May 2015.
- Risk Management Planning
 - Tom Judge reviewed the Risk Description list he developed.
 - HR Payroll starts in March. A new personnel policy is required prior to implementation.

4. Garnishment Fee

We have approximately a dozen garnishments on each payroll. These are a combination of court orders, tax liens, and child support payments. There is substantial turnover each month in the list of garnishees, and approximately four hours per month is spent setting up the garnishments, calculating the deductions, and processing the checks and associated paperwork. This costs approximately \$150 per month and is especially troublesome for the arrears payrolls processed in June to cover 10 month employees for the summer months. Employers are permitted to assess fees to recover the cost of garnishments as follows:

- a. Garnishment summons: \$10 per summons.
- b. Tax lien: \$20 per lien.
- c. Child support: \$5 per pay period.

The revenue collection would vary over the course of the year, but it does not appear that it will exceed the cost of providing the service. See attached statute citations.

Tom Judge reviewed the proposed policy recommended by his staff.

Chip Schutte, seconded by Sharon Keeler, moved to approve the statutorily authorized garnishment lien and child support fees. The motion carried by the following vote:

David Ash	-	Absent
J. Michael Hobert	-	Aye
Sharon Keeler	-	Aye
Chuck Bishop	-	Aye
Charles "Chip" Schutte	-	Aye

5. Pay and Classification Update.

JAS positions were considered in the Evergreen Study conducted by the Clarke County Public Schools. However, before presentation to the School Board on June 6 the positions were withdrawn because comparable position classifications from other communities could not be found. Meanwhile, the School Board has postponed action on the Evergreen Study recommendations that were received. Evergreen remains willing to proceed with a determination of JAS position salaries using a different methodology. Position descriptions will be reviewed and approved, and direction will be given to them to proceed.

Tom Judge reviewed the issue of Joint Administrative Services [JAS] salaries. Highlights include:

- JAS did not receive the July 1, 2013 salary increase provided to School employees.
- JAS is subject to the School's personnel policies.
- Action was postponed during the budget process pending results of the Evergreen study. However, when Evergreen presented its study June 6 to the School Board, they had withdrawn JAS because they had not been able to find comparables.
- Evergreen was originally contracted to complete a side analysis for JAS positions.
- Evergreen has been asked to provide recommendation for how JAS positions will be treated.
- Rick Catlett forwarded to Tom Judge JAS job descriptions for his review. Following his review, he will request Evergreen to complete work on JAS salaries.

Chairman Hobert stated that Springsted, Inc. conducted the study for general government employees and asked Mr. Judge to check to see if they commit in their contract to give any kind of grading for JAS positions.

6. Set Next Meeting

Tom Judge advised that the next regularly scheduled meeting of the Board set for Monday, August 25, 2014 at 1:00 pm in Meeting Room AB at the Berryville Clarke County Government Center may not be necessary.

6. Adjournment

At 2:20 pm, Chairman Hobert adjourned the meeting.

Minutes Recorded and Transcribed by: Lora B. Walburn

J. Michael Hobert, seconded by Chip Schutte, moved to approve the May 27, 2014 minutes as presented. The motion carried by the following vote:

David Ash	-	Absent
J. Michael Hobert	-	Aye
Sharon Keeler	-	Aye
Chuck Bishop	-	Aye
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- Action was postponed during the budget process pending results of the Evergreen study. However, when Evergreen presented its study June 6 to the School Board, they had withdrawn JAS because they had not been able to find comparables.
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6. Set Next Meeting

Tom Judge advised that the next regularly scheduled meeting of the Board set for Monday, August 25, 2014 at 1:00 pm in Meeting Room AB at the Berryville Clarke County Government Center may not be necessary.

6. Adjournment

At 2:20 pm, Chairman Hobert adjourned the meeting.

Minutes Recorded and Transcribed by: Lora B. Walburn

To: Clarke _____ Employees

From: _____

Date: August __, 2014

RE: Statement regarding our new ERP system

As many of you know, the Clarke County Government and Schools have contracted with Tyler Technologies to replace the core computer applications for the management of our financial, payroll, human resources, permitting, and revenue billing processes.

Mission Statement. To transition from the County's various legacy software packages to MUNIS as quickly and efficiently as possible while limiting service disruptions, providing proper training, and maintaining day-to-day operations.

Goals. Our new Enterprise Resource Planning (ERP) system will have the following major long-term benefits:

1. Designing workflow models and business rules to reduce errors.
2. Stabilizing the technology environment with standard software.
3. Enhancing operational effectiveness by eliminating duplicate data maintenance, and storing documents in digital format.
4. Improving the flow of information and data sharing between staff, managers, executives, boards, and citizens.
5. Increasing the ability to electronically interface with, and report to, other databases inside and outside the County.
6. Improving service delivery to citizens.

Timeline and Milestones. We have established an estimated implementation schedule for key applications. Financial applications will be completed in May 2015. Payroll and Human Resources applications will be completed in October 2015. Revenue applications will be phased in through April 2017.

Staff Training. Training is an important component of implementing any new process. For our new ERP system, training will be provided by Tyler and County staff with dates to be determined. Access to the new system will require completion of training and proficiency with the new system.

Agency Commitment. It is important that agencies are fully committed to scheduled tasks and roles. This includes staff training sessions, information gathering, participation in implementation and testing, and communication within their agencies. Please carefully manage staff schedules and other assignment priorities in order to minimize conflicts with the ERP implementation.

Contact Information. Because communication is critical to our success, please contact the Project Managers with any questions. For the County this is Tom Judge at Joint Administrative Services (540-955-6172 or tjudge@clarkecounty.gov). For Tyler Technologies, this is Rocky Grider (800-772-2260 ext. 5615 or rocky.grider@tylertech.com). There will be regular email updates on the project as it proceeds.

This is a big undertaking. It will be challenging at times, but the long-term benefits of making this move far outweigh the transitional pains to implement it. Many of you will be called on to help make this transition happen as quickly and smoothly as possible.

I thank you for all of your diligence, patience, and insight as this project moves along.

Sincerely,
