COUNTY OF BOONE - MISSOURI

REQUEST FOR QUALIFICATIONS FOR CONSULTING SERVICES FOR ENTERPRISE RESOURCE PLANNING SYSTEM SELECTION

RFQ #10-23MAR16
Release Date: February 23, 2016

PRE-RESPONSE CONFERENCE
March 3, 2016, 2:30 p.m. Central Time

Submittal Deadline:
March 23, 2016
not later than 1:00 p.m. Central Time

Boone County Purchasing
613 E. Ash Street, Room 111
Columbia, Missouri 65201

Jacob M. Garrett, Buyer
Phone: (573) 886-4393 Fax: (573) 886-4390
E-mail: JGarrett@boonecountymo.org

1. Description:

1.1. The County of Boone – Missouri (the "County") is issuing a Request for Qualifications (RFQ) for Consulting Services to assist in the acquisition of an Enterprise Resource Planning System (ERP) for the Boone County Auditor.

2. Purpose of Solicitation:

2.1. The purpose of this Request for Qualifications (RFQ) is to identify and select a vendor that has the experience and expertise necessary to assist the County in its selection and implementation of new ERP software using the Request for Proposal (RFP) process. The goal is to implement an integrated ERP system for the County's finance-related activities. However, the solution must be flexible enough to encompass other functions, modules, and features, as needed, both now and in the future.

2.2. The scope of consulting services is not yet defined and may include a variety of services deemed appropriate by the County, including but not limited to the following:

- **2.2.1** Review and revise the existing needs analysis.
- **2.2.2.** Assist in designing the overall ERP procurement process
- **2.2.3.** Identify vendor requirements and selection criteria
- **2.2.4.** Develop a Request for Proposal (RFP)
- **2.2.5.** Assist in the selection of the vendor/product and contract negotiations
- **2.2.6.** Provide project management services
- **2.2.7.** Assist with implementation and training
- **2.2.8.** Assist with identifying and implementing internal process improvement changes
- **2.2.9.** Assistance in identifying significant project milestones and developing measurable outcomes for contract administration purposes

2.3. It is expected that Boone County officials and staff will be consulted regarding their needs and the final requirements will receive their concurrence.

2.4. To ensure an unbiased appraisal and approach, the selected vendor must not have a financial interest with any software vendor, third-party organization or reseller providing ERP system software. Further, it is precluded from performing subsequent work related to this initiative. Vendors who respond to this RFQ, but are not chosen, are welcome to bid on subsequent work.

3. County Profile:

3.1. Location, demographics, and budget overview-- The County is a fast-growing first class non-charter county located in central Missouri along the 1-70 corridor between Kansas City and St. Louis. The County has a population of approximately 173,000, spans 685 square miles, and contains several population centers including cities, towns, villages and small communities. The County's largest city and county seat, Columbia, serves as a regional commercial, medical, and educational center.

3.1.1. The County's financial activities are accounted for within a General Fund; 4 major special revenue funds; a variety of nonmajor special revenue funds, debt service funds, and capital project funds; internal service funds; and numerous fiduciary funds. The County's FY 2016 annual operating budget is $75 million with an additional $7.6 million accounted for within various internal service funds and includes approximately 520 FTEs.

3.1.2. The County's annual operating budget has increased by nearly one-third since 2012, due to two voter-approved sales tax measures: a permanent one-quarter cent sales tax to fund community children's services and a permanent three-eighth cent sales tax to fund 911 operations and emergency management services. This latter sales tax has resulted in the transfer of 911 and emergency management operations from the City of

Columbia to Boone County with plans for expansion and improvement. Capital project funds are utilized on an as-needed basis. Currently, construction of a new Emergency Communications Center (ECC) is the only capital project underway.

3.2. Governance structure-- Established in 1821, the County's operational structure is governed by state law. Elected to four-year terms, County officials serve full-time. With the exception of the District I and District II Commissioners, all are elected county-wide. Circuit Court elected officials and most of their staff are state-paid employees with additional positions voluntarily funded by the County. For all other county offices, elected officials and employees are paid by the County.

3.2.1. The County Commission appoints department directors and managers to oversee the day-to-day operations of various county departments as well as the County Counselor who serves as general counsel for the County. The County Commission also appoints the Medical Examiner, with services obtained on a contractual basis from the University of Missouri.

3.2.2. The day-to-day operations of the 13th Judicial Circuit Court are administered by a full-time elected Circuit Court Clerk and a full-time Court Administrator appointed by the Presiding Judge. For all other county offices, the full-time elected official oversees the day-to-day operations. Detailed organization charts for each department and office are presented within the County's annual budget document.

3.2.3. The County Commission has limited ordinance-making authority and is responsible for all County property as well as adopting the annual budget. The County Commission is the appropriating authority for the County's major operating funds and certain other funds while individual elected officials exercise appropriating authority over a variety of special revenue funds, as specified by state law. A description of all County funds is included in the County's annual budget document.

3.2.4. For additional information, see the following resources available on the County's website (www.showmeboone.com/auditor):

3.2.4.1. Citizen's Guide to County Finances
3.2.4.2. Annual Budget
3.2.4.3. Comprehensive Annual Financial Report
3.2.4.4. OMB Circular A-133 Single Audit Reports

3.3. Governmental services -- As a general purpose government, the County provides a wide array of services including the primary services listed below:

3.3.1. Law enforcement, corrections, and prosecution

3.3.2. Operation of the Circuit Court, Juvenile Office, and the Juvenile Detention Center

3.3.3. General Government functions which includes public records; property assessment and mapping; property tax administration; voter registration and elections; procurement; human resources and risk management; Information Technology; budget and finance; and treasury management

3.3.4. Planning & Zoning, Code Enforcement, and Storm Water Administration

3.3.5. Transportation infrastructure maintenance and preservation

3.3.6. Children's Services (voter approved in 2012)

3.3.7. Public Safety 911 and Emergency Management (voter approved in 2013)

3.3.8. Public Health (services provided via a cooperative agreement with the City of Columbia)

3.4. The County does not operate utility services nor does it anticipate doing so in the foreseeable future.

3.5. The County self insures employee health and dental benefits through internal services funds. Additional internal service funds are utilized for facilities and grounds maintenance activities.

4.Description of Boone County Information Technology Services —

4.1. The County's IT Department is structured to support all County Offices and Departments. The centralized IT Staff consists of a full service customer driven helpdesk, seven full time software developers, network and infrastructure support personnel along with a well-established GIS program. County employees have full access to IT services from deskside support on purchased and internally developed applications all the way to custom software development projects. The IT Department also manages print services, mail services and has internal administrative support staff.

4.1.1. The 13th Judicial Circuit Court is supported by separate Court IT staff who report to the Court Administrator.

4.2. County personnel responsible for finance-related activities—

4.2.1. Payroll activities: The elected **County Clerk** is responsible for the County's bi-weekly payroll activities. County offices submit payroll requisitions and time sheets to the Clerk's Office for review and processing. The Clerk is also responsible for payroll reporting and issuing W-2 forms. Payroll disbursements (checks and ACH) are handled by the elected **County Treasurer**. The elected **County Auditor** reviews, approves, and posts payroll-related transactions to the General Ledger.

4.2.2. Treasury and investment activities: The elected **Treasurer** is responsible for receipting and disbursing funds, administering day-to-day banking and investment activities for the County's pooled cash and investments, and for administering the County's long-term debt activities. Regarding cash receipts: some are deposited directly into the County's bank account, some are remitted directly to the Treasurer's Office, and other amounts are collected at individual offices and subsequently turned over to the Treasurer. The Treasurer is also responsible for administering numerous fiduciary funds. In addition, the Treasurer issues Procurement Cards, trains cardholders, and manages the authorization limits for cardholders.

4.2.3. Accounting, budgeting, and financial reporting activities: The elected **County Auditor** is responsible for the County's General Ledger; financial accounting and reporting activities; preparing the County's published financial statements and administering the annual financial audit; managing the vendor file, accounts payable, and 1099 reporting; issuing purchase orders; reviewing, approving, and posting monthly procurement card activity; preparing and publishing the annual budget; and maintaining the County's property records and conducting annual physical inventories. The County Auditor certifies contracts and certifies payment requests for disbursement. The County Auditor establishes the Master Position File (MPF) for each budget year and reviews and certifies personnel transactions against the MPF. The County Auditor has statutory authority to conduct audits of financial activities and transactions as needed.

4.2.4. Property tax collection and disbursement: The elected **Collector of Revenue** is responsible for billing, collecting, and disbursing property taxes and various fees and licenses. The County Auditor reviews and countersigns all Collector receipt and disbursement activity and reviews monthly bank and investment reconciliations. *The Collector of Revenue currently*

*operates self-developed software for billing, collecting, and disbursing activities. This software interfaces with the County's General Ledger and is **excluded** from the scope of this ERP project.*

4.2.5. Court costs, fines, and fee collection and disbursement: The elected **Circuit Clerk** is responsible for collecting and disbursing all court-related fines, penalties, and court costs using financial software provided by the Missouri's Office of State Court Administration (OSCA). *This software does not interface with the County's General Ledger and is **excluded** from the scope of this ERP project.*

4.2.6. Human Resources: The department of **Human Resources and Risk Management** provides support to the County's elected officials and directors by maintaining the County's employee classification and pay plan; providing assistance with job posting and recruitment; and administering the County's employee benefit programs. As previously noted, the elected County Clerk is responsible for payroll activities and the elected County Auditor is responsible for the Master Position File (positions authorized in the annual budget). The director of HR is appointed by and reports to the County Commission.

4.2.7. Procurement Activities: The **Purchasing Department** is responsible for competitively procuring materials, supplies, etc. for County operations when the cost exceeds the statutory threshold, currently $6,000. This is accomplished through countywide term and supply contracts which are utilized by one or more departments as well as through single-purchase contracts. Individual departments handle their own procurement processes where the cost is less than the statutory threshold. The director of Purchasing is appointed by and reports to the County Commission.

4.2.8. Disposal of County Property: The Purchasing Department is responsible for disposing of all county property.

4.2.9. Decentralized structure— The County's operational functions are carried out in a highly decentralized structure.

5. Current Environment / Background – Includes Present Software/Hardware Environment:

This document provides a summary overview of the County's current business process and software environment. The purpose of the document is to identify current challenges as well as potential goals for a new ERP system. It is not intended to serve as a detailed Needs Analysis.

5.1. See attached ***Boone County MO – Business Process Review Findings Document*** (Exhibit 1)

6. Submittal:

6.1. Respondents are asked to submit evidence of their experience and qualifications to perform the scope of work contemplated in this RFQ.

6.2. Minimum Qualifications:

6.2.1. Selected firm must have a minimum of 5 years experience providing applicable services and solutions

6.2.2. Selected firm must have completed a minimum of 5 government ERP engagements for similarly complex local government entities with 2 of them completed within the last 5 years

6.2.3. Assigned project staff to the County project must have significant experience providing ERP consulting services and must have experience with at least two successful local government projects at entities of comparable complexity as Boone County

6.2.4. Lead consultant must have served as a lead consultant in a similar engagement with at least one government agency engagement occurring within the past 3 years.
6.2.5. For each of the following items, provide a detailed explanation. For those areas pertaining to the vendor's experience, cite examples of previous work and provide details of the project such as scope of work performed, deliverables and roles and responsibilities.

7.Company Profile:

7.1. Describe your company including but not limited to its history and years in business; office location(s); number of clients and client profile; and organizational structure. Include biographies for all key personnel and all staff members to be assigned to this project.

7.2. Describe your firm's experience and first-hand knowledge of Enterprise Resource Planning products and modules for ***governmental entities***. Provide a listing of the vendors and their various products with which you have experience. For each, describe the nature and scope of the firm's experience and knowledge and indicate the number of engagements and status (i.e., completed vs. in-progress).

7.3. Describe your firm's experience in the selection and implementation of ERP software in general as well as experience specific to the local government public sector, especially local governments of a similar size, demographic, and complexity to Boone County. At a minimum, describe experience in the following areas:

7.3.1. Designing comprehensive ERP procurement processes
7.3.2. Conducting Needs and Risk Assessments relevant to ERP procurement
7.3.3. Gathering functional requirements across decentralized departments and agencies
7.3.4. Conducting business process analysis and documentation
7.3.5. Performing risk analysis of business process change and providing change management in relation to the implementation of an ERP system
7.3.6. Preparing Request For Proposals for ERP solutions
7.3.7. Determining RFP evaluation criteria
7.3.8. Contract negotiations
7.3.9. Evaluating implementation strategies and assisting with implementation activities
7.3.10. Designing effective training strategies and schedules
7.3.11. Project management

7.4. Project Managament approach. In general terms describe the scope of service and approach that you would recommend to the County for this project and explain the reasons for your recommendation. If you think that more than one approach would result in a successful outcome for the County, you may describe two (or more) approaches. In doing so, be sure to identify the potential risks and benefits of the various approaches.

7.5. Proposed staff. Describe your company's general model for assigning staff and for managing staff workload and performance. Describe the proposed project team including each member's qualifications and previous experience in projects of this type. In addition, provide information regarding actual turnover of staff assigned to governmental engagements over the past 5 years. Describe specific strategies and procedures your company uses to mitigate the negative impact of such staff turnover.

7.6. Pricing model(s). The County will determine the scope of services and negotiate a fee with the selected firm. If the County is unable to negotiate acceptable terms with the selected firm, the County reserves the right to negotiate with other qualified firms. To assist the County in

understanding the various pricing models applicable to the scope of services contemplated in this RFQ, provide one or more pricing options correlated to the approach(s) that you recommend above (a la carte pricing, fixed/not-to-exceed pricing, pricing per phase, etc…).

7.7. References:

7.7.1. Provide five (5) references of previous projects where an RFP was developed for an organization similar in size, scope, and function to Boone County. Include:

7.7.2. Entity name and location

7.7.3. Contact information

7.7.4. Project scope

7.7.5. Project schedule (start date, completion date, and other important milestone dates)

7.7.6. Selected ERP solution and cost (identify various components and amounts for each: software solution, installation, data conversion, training, annual support, etc…)

7.7.7. Scope of ERP consulting services provided and cost of services (indicate pricing model used and identify amounts for various cost components if other than fixed/not-to-exceed pricing)

7.7.8. Names of assigned staff and each person's role and responsibility on the project; indicate if there was turnover in staff assignments during the project and if so, describe how it was handled

7.7.9. The project referenced must be fully completed. Partially completed projects or projects currently underway should not be included in the five (5) although they may be provided as additional references.

7.8. Selection Criteria:

7.8.1. The following criteria will be used in the evaluation and selection of the vendor. Note that this is not a comprehensive list and is not in order of priority:

7.8.1.1. Vendor stability and market experience

7.8.1.2. General knowledge of the ERP software industry and products and specific knowledge of the industry as it relates to products applicable to local governments

7.8.1.3. Experience working with Counties of similar size, demographics, and complexity to Boone County

7.8.1.4. Experience performing the needs analysis and requirements -gathering process

7.8.1.5. Experience in developing a written RFP

7.8.1.6. Experience in identifying software/reseller selection criteria and weighting methodologies

7.8.1.7. Project planning and approach

7.8.1.8. Experience with all phases of ERP implementation including installation, customization, data conversion, go-live, and change management

7.8.1.9. Experience in contract negotiation

7.8.1.10 Team organization and experience of individual team members

7.8.1.11. Completeness of work plan

7.8.1.12. Experience with a cross-platform conversion (specifically from an AS400 or DB2 environment)

7.8.1.13. Customer (contractor) satisfaction

7.8.1.14. Cost

7.9. Respondents must have no financial interest with any software vendor, third-party organization or reseller providing ERP system software.

7.10. Competitive Negotiation of Proposals: Respondents are advised that under the provisions of this Request for Qualifications, the County reserves the right to conduct negotiations. If such negotiations are conducted, the following conditions shall apply:

7.10.1. Negotiations may be conducted in person, in writing, or by telephone. If with a face-to-face meeting with one or more individuals from the firm, please identify any potential obstacles in participating in such meeting.

7.10.2. The County reserves the right to limit negotiations to those RFQ responses which received the highest rankings during the initial evaluation phase.

7.10.3. As part of the negotiations, the Respondent may be required to submit supporting financial, pricing and other data in order to allow a detailed evaluation of the feasibility, reasonableness, and acceptability of the RFQ response.

7.10.4. The mandatory requirements of the Request for Qualifications shall not be negotiable and shall remain unchanged unless the County determines that a change in such requirements is in the best interest of the entitiy.

8. Instructions:

8.1. Delivery of RFQ Responses: All RFQ responses shall be **delivered before 1:00 P.M., Central Time.,** on **March 23, 2016** to:

Boone County Purchasing Department
Boone County Annex
Jacob M. Garrett, Buyer
613 E. Ash Street, Room 111
Columbia, Missouri 65201-4460

8.1.1. Firms must submit one (1) paper original, two (2) paper copy and one (1) electronic copy on memory stick or CD-ROM of the RFQ response. RFQ response will be opened by the Purchasing Department on March 23, 2016. RFQ responses must be submitted in a sealed envelope identified with the RFQ number and date of closing. List the RFQ number on the outside of the box or envelope and note "Response to Request for Qualifications enclosed."

RFQ responses will be opened and Respondent's names read aloud during the RFQ opening in the Boone County Annex Building, Conference Room, **Wednesday, March 23, 2016 at 1:00 P.M.,** Central Time located at the following address:

Boone County Purchasing
613 E. Ash Street
Columbia, Missouri 65201

9. Pre-Response Conference

9.1. To assist interested Offerors in preparing a thorough RFQ response, a pre-response conference has been scheduled for **March 3, 2016, at 2:30 p.m. central time** in the Boone County Government Center, Conference Room 301, 801 E. Walnut Street, Columbia, Missouri 65201.

9.1.1. All potential Offerors are **strongly** encouraged to attend this conference in order to ask questions and provide comment on the Request for Qualifications. Attendance is not mandatory to submit a response; however, Respondents are encouraged to attend since information relating to this RFQ will be discussed in detail. Minutes of the pre-response conference will not be recorded or published. Respondents should bring a copy of the RFQ since it will be used as the agenda for the pre-response conference.

9.1.2. Offerors are strongly encouraged to advise the Purchasing Department of Boone County within five (5) days of the scheduled pre-response conference of any special accommodations needed for disabled personnel who will be attending the conference so that these accommodations can be made.

9.1.3. Respondents may attend by conference call. **If attending by conference call, contact Jacob M. Garrett by 10:00 a.m. March 1 to receive the call-in number.** E-mail JGarrett@boonecountymo.org or call (573) 886-4393.

APPENDIX A

COVER/ RESPONSE PAGE

PLEASE COMPLETE AND PLACE IN FRONT OF YOUR RFQ RESPONSE

Organization Name: _____

Address: _____

_____

Telephone: _____ Fax: _____

E-mail Address: _____

Note: This form must be signed. All signatures must be original and not photocopies.

The undersigned hereby certifies that he/she is a duly authorized official of their organization and has the authority to sign on behalf of the organization and assures that all statements made in the response to the RFQ are true.

Print Name: _____ Title: _____

Signature: _____ Date: _____

2014

Boone County, Missouri

Business Process Review

Findings Document

Enclosed is a summary of the findings from a business process review done with Boone County's various departments September 2014.

Table of Contents

Section 1: Executive Summary 12
1.1 Introduction & Purpose 12
1.2 What is ERP? 12
1.3 Current Situation and Issues 13
1.4 Boone County's Goals and Objectives 14
1.5 County Attendees 15
Section 2: Financial Management 16
2.1 General Ledger 16
2.2 Annual Budget 20
2.3 GASB/CAFR Reporting 22
2.4 Project & Grant Accounting 22
Section 3: Procurement 23
3.1 Requisition Processing 23
3.2 Bid Management 25
3.3 Purchase Orders 25
3.4 Contract Management 25
3.5 Accounts Payable 26
Section 4: Revenue & Collections 28
4.1 Miscellaneous Billing 28
4.2 Cash Receipting 28
4.3 Bank Reconciliation 29
Section 5: Asset Management 30
5.1 Fixed Assets 30
Section 6: Community Development 32
6.1 Licenses 32
6.2 Permits 33
6.3 Code Enforcement 35
6.4 Project Planning 35
Section 7: Human Resources 36
7.1 Hiring 37
7.2 Benefits 37
7.3 COBRA 38
7.4 Workers' Compensation 38
7.5 Personnel Changes 39
7.6 Retirement Benefits39

Section 1: Executive Summary

1.1 Introduction & Purpose

In September 2014, Boone County conducted a Business Process Review (BPR). The two-day session covered the County's current systems and processes surrounding its Financial Management, Procurement, and Community Development functions. The consolidation of these functions along with other administrative processes under one solution is commonly known as an Enterprise Resource Planning (ERP) system. The BPR was intended to give the County a better understanding on how migrating to an up-to-date ERP system could potentially streamline internal processes, thus saving the County time and money.

1.2 What is ERP?

Enterprise Resource Planning (ERP) is an information technology industry term for integrated, multi-module application software packages designed to serve and support several business functions across an organization. An ERP system is a strategic tool that helps the organization improve operations and management by integrating business processes and helping to optimize the allocation of available resources (e.g., human resources, financial management, payroll, benefits, etc.). ERP systems implemented for the public sector can typically be broken down into three primary application areas:

1. Financial systems (e.g., general ledger, purchasing, accounts payable, budgeting, etc.);
2. Human resource systems (e.g., payroll, personnel, leave tracking, personnel actions etc.); and,
3. Revenue systems (e.g., utility billing, permitting and collections, point of sale, etc.).

ERP systems are typically commercial software packages that facilitate collection and integration of information related to various areas of an organization such as finance, accounting, human resources, inventory, procurement, and customer service. By becoming the central information center of the organization, ERP systems allow the organization to better understand its business, direct resources, and plan for the future. ERP systems enable an organization to standardize and improve its business processes to implement best practices for its industry.

Today ERP systems are often implemented with relational database management and business intelligence software that allows organizations to make use of a

centralized data repository. Industry trends suggest these technology systems often help improve management reporting functions, data analysis, and report design and distribution functions within an organization. When used effectively, the systems can enable governments to concentrate efforts on serving citizens, assisting County staff, and maximizing the use of available resources.

1.3 Current Situation and Issues

The County is using an internally-developed system that was developed in COBOL and operates on an AS400 platform for its financial management system. For payroll, the County has another internally-developed system, which posts summary transactions to the general ledger via the journal entry program but is not otherwise integrated into the financial system and was not part of the BPR discussion. Public Works uses Cartegraph for tracking its projects, and Sympro is used for the County's investment tracking system, which interfaces manually into the general ledger and includes a process to review and approve what will be posted. Karpel is used by the County prosecutor's office with some integration into the AS400 system. The interface between the two systems was built by the County and is used for the purpose of collecting data from Karpel to write checks. Last, m-Power is used as a report writing tool and relied on heavily to extract data from the AS400 system.

While the system has worked well and has been custom developed to meet the County's exact requirements, there have been some limitations and challenges with the internally-developed system that has led the County to consider implementing a commercial off-the-shelf (COTS) solution. For example, the department deemed to be the primary "owner" of the custom software bears significant responsibility for software design, testing, and training. This requires considerable time and effort and takes focus away from the department's core responsibilities. Additionally, while the system meets exactly what is requested of it, the County acknowledges they may be limiting themselves as they may not be aware of the latest innovations and/or best practices. This may also result in weaker internal controls.

Overall, the County mentioned the following as issues and concerns with the current AS400 system:

1. There's a heavy dependency on departments to design and test changes to the software.
2. The County's design of the system may not follow best practices and may be limiting the County in innovation.
3. The County wants a partner that understands county government.
4. Reporting is a challenge in the following ways:
    a. Limited cross-departmental reporting;
    b. CAFR preparation currently takes a month of staff time; and

c. While the system holds a lot of data, it is difficult to extract in report form (i.e., users must understand transaction codes to pull desired data).

5. Exporting data into Excel requires the use of a third-party tool called m-Power;
6. Accessing data in real time is difficult and limited.
7. The security of accounts under the current system is a concern. Access to the system is set module to module, and there are dedicated resources to monitor access. The County runs a considerable number of audit reports to monitor security.
8. Scanning and attaching documents within the current system is dependent upon the specific request of each department, and the County would like to achieve greater consistency.
9. Project and grant accounting capabilities are limited.
    a. Currently tracking in Excel.
10. Generating purchase orders is a cumbersome process.
11. The County needs a more thorough procurement solution with built-in workflows for the purchasing process that also makes generating purchase orders an easier process.
12. The County needs a more efficient budget management solution.
13. The County wants a user-friendly system that is easy to learn.
    a. Current system is still on a green screen
14. The County is still using spreadsheets for tracking some information.
15. Resource Management wants:
    a. GIS integration and
    b. Access to parcel information within a single screen; eliminate tabbing through multiple screens
16. The majority of the system isn't documented mainly due to the frequent number of changes.
17. Training new staff is becoming an increasing challenge.
    a. Very little of the system is documented.
    b. The system still uses a green screen user interface.

1.4 Boone County's Goals and Objectives

The County's goals and objectives for implementing a new ERP system are:

1. Partner with a COTS provider who can:
    a. Share best practices and the latest innovations in technology
    b. Take on the responsibility of design and testing for the County
    c. Provide County with additional security against loss of product knowledge due to turnover, understanding of how changes affect other areas of the system, etc.
2. Ease of reporting
    a. Cross-departmental reporting
    b. Easier CAFR reporting

   c. Easily export to Excel
3. Data in real time
4. Upgrades – concern about security
5. Need a better tool for project and grant accounting; eliminate tracking in Excel
6. Needs a more thorough procurement solution with built-in workflows for the purchasing process that also makes generating purchase orders an easier process
7. Need asset management solution; eliminate use of tracking in duplicate system
8. Needs a more efficient budget management solution, including functionality to support timely and efficient budget documentation publishing
9. Wants a partner that understands county government that proactively incorporates innovation and best practices
10. User-friendly system
11. Integration with GIS
12. Access to parcel information within a single screen; eliminate tabbing through multiple screens
13. Access to end-user training materials

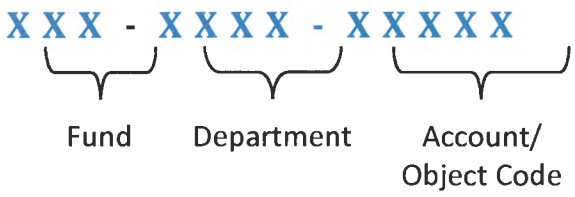
1.5 County Attendees

- Aron Gish, IT Director
- June Pitchford, County Auditor
- Nicole Galloway, County Treasurer
- Jenna Redel-Reed, HR Director
- Stan Shawver, Resource Management Director
- Greg Eddington, Assistant Manager – Road Maintenance Operations
- Caryn Ginter, Senior Accountant
- Jason Warzink, GIS Manager
- Brian McCollum, Collector's Office
- Jason Gibson, Senior Accountant
- Dianna Vaughn, Budget Administrator – Judge's Office
- Leasa Quick, Budget Administrator – Sheriff's Department
- Melinda Bobbitt, Purchasing Director
- Elizabeth Sanders, Purchasing
- Amy Robbins, Purchasing
- Angela Wehmeyer, HR – Benefits

Section 2: Financial Management

2.1 General Ledger

The County is on a calendar fiscal year and has the following Chart of Account structure:



The County utilizes Fund Accounting to achieve managerial control over county funds and to comply with Generally Accepted Accounting Principles applicable to governmental entities. The Chart of Accounts maintained by the County Auditor and reflects the following design and structural components:

Fund Numbers

1. General Fund (100)
2. Special Revenue Funds (2XX)
3. Debt Service Funds (3XX)
4. Capital Project Funds (4XX)
5. Neighborhood Improvement District Funds (5XX)
6. Proprietary Funds (6XX)
7. Fiduciary Funds: Trust and Agency Funds (7XX)
8. Capital Asset Funds (8XX)
9. Memo funds- used to account for aggregated pooled cash and investments associated with various individual funds – 90 and 91 (Collector) and 99 (Treasurer)

As it pertains to Proprietary Funds, the County operates internal service funds but not currently have a need for enterprise funds.

Department Numbers

Department numbers are used to denote the operations of a given business unit (i.e., the Auditor's Office) or to denote a cost center (i.e., Non-Departmental). Revenue and Expenditures are budgeted, recorded, and reported at the departmental level. For all funds other than the General Fund, the first three digits of the department number contain the fund number. For example, the Road and Bridge Fund is #204 and the various department numbers existing with the fund would be 2040, 2041, 2042....2049. Within the Chart of Accounts, Departments are assigned to a *Function Code*, a single digit field, so there are a maximum of 9 available function codes (i.e., 1=General Government Operations; 2=Public Safety and Judicial; 3=Environment, Protective Inspection, & Infrastructure, etc...)
The Chart of Accounts does not provide functionality for capturing and reporting data according to divisions (i.e., sub-units within a Department). In addition, the

Chart of Accounts does not provide functionality for capturing, aggregating, and reporting data for a single consolidated department where the funding is provided across multiple "department" codes. For instance, the Resource Management Department was established by the County Commission several years ago by consolidating the engineering staff and appropriations of the Road and Bridge Fund (Department # 2045) with the Planning & Zoning and Building Codes staff and appropriations within the General Fund (Department #1710 and 1720). Any aggregation and reporting for the consolidated operations of the Resource Management Department requires manual effort.

Account/Object Code

Accounts (or Object Codes) represent classifications of revenues or expenditures.
Revenue Accounts--

- 03000=03099: Property Taxes
- 03100-03199: Sales Taxes
- 03200-03299: Franchise Taxes
- 03000-03399: Licenses and Permits
- 03400-03499: Intergovernmental Revenues
- 03500-03599: Charges for Services
- 03600-03699: Fines and Forfeitures
- 03700-03799: Interest/Investment Income
- 03800-03899: Miscellaneous (or not otherwise classified)
- 03900-03999: Other Financing Sources

Expenditures Accounts—

- 10000-19999: Salary, Wages, and Employee Benefits (Class 1)
- 20000-29999: Materials and Supplies (Class 2)
- 30000-39999: Dues, Travel, and Training (Class 3)
- 40000-49999: Utilities (Class 4)
- 50000-59999: Vehicle Expense (Class 5)
- 60000-69999: Equipment and Building Maintenance (Class6)
- 70000-79999: Contractual Services (Class 7)
- 80000-89999: Other (Class 8)
- 90000-99999: Fixed Assets (Class 9)

The County is open to considering changing the overall structure and design of the Chart of Accounts if they move to a COTS.
The County has several externally-developed systems that interface with the general ledger:

1. Sympro – a third-party system used for investment tracking and which posts lump-sum amounts to the general ledger via a specific "type" of Journal Entry (i.e., a "T" journal entry type) utilizing an interface built by the County
2. Karpel – A third-party system used by the prosecutor's office, which has an automated interface with the general ledger built by the County
3. Jury Checks – A third-party system used by Court Administration, which has an automated interface with the general ledger built by the County

4. Commerce Bank Procurement Card Control Pay – A third-party system used by the County which has an automated interface with the general ledger built by the County

The County uses several internally-developed program modules which also interface to the general ledger:

1. Payroll and Payroll voids – Also custom built by the County and which posts lump-sum amounts to the general ledger via a specific "type " of Journal Entry (i.e., a "P" journal entry type)
2. Treasurer Receipts (and Receipt Correction)
3. Collector Receipts (and Receipt Correction)
4. Accounts Payable Disbursements (and voids)
5. Manual Vendor Disbursements (and voids)
6. Manual Non-Vendor Disbursements (and voids)
7. Collector Disbursements (and voids)
8. Inmate Disbursements (and voids)
9. Unclaimed Fees (receipts, disbursements, and voids)
10. Criminal Cost Disbursements (and voids)
11. PA Bad Check Disbursements (and voids)
12. Out-of-County Bonds (receipts, disbursements, and voids)
13. Election Worker Disbursements (and voids)
14. Journal Entries: Auditor (A Type); Treasurer (T Type); Payroll (P Type)
15. Purchase Orders
16. Original Budget
17. Budget Adjustments

The County Auditor is the statutory Accounting Officer and Budget Officer for the County and is responsible for the County's financial reporting activities. The various Administrative Authorities need easy access to timely and relevant financial and budget information. In addition, the County Auditor needs functionality that supports the preparation of the annual Comprehensive Annual Financial Report (CAFR). The County prepares its financial statements in accordance with GAAP and therefore needs external reporting functionality which supports the various required reporting formats (budget basis, modified accrual basis, and full accrual government-wide basis).

The County estimates it makes approximately 700 manual journal entries each year. Manual journal entries include:

- Transactions between funds
- Monthly fixed asset activity
- Internal Service Charges
- HR benefits
- Correcting Journal Entries
- Year-end adjusting entries

In addition, the County estimates it makes approximately 200 budget adjustments each year. Budget adjustments are subject to policy adopted by the County Commission. An adjustment form is used to document the adjustment and provide explanation/justification. The form is printed out and then routed for approval, as per policy. Once approved, budget adjustments are entered as a manual budget adjustment transaction. The program allows for entering and posting individual transactions or batch transactions.

All internally-generated programs and interfaces which generate transactions for posting to the general ledger are designed similarly: they have a "Trial" process which generates physical output for review and approval, and a "Final" process (which posts the transactions to the ledger).

All transactions posting to the general ledger are assigned a Transaction Code (TC), an Effective Date, a Transaction Date, an amount, a Debit or Credit indicator, and a Transaction/Document number. The Transaction Code indicates the program that generated the transaction: for instance, Treasurer Receipts are a TC 30-00, Collector Receipts are a TC 30-20, Accounts Payable Expenditures are a TC 50-10, Collector Expenditure are a TC 50-20, etc... A complete list of Transaction Codes is attached.

The current system contains a lot of data, but it is difficult to extract that data. The County uses a tool (m-Power) to retrieve and/or export data to Excel. The m-Power retrieval and reporting tools require specific development by IT programming staff and programmers and users must have a high level of understanding of the various transaction codes and how the transactions are posted to the ledger in order to design and use m-power tools.

Multiple people currently perform a lot of manual processing under the current structure.

A challenge of the current system is that some processes may change, become dormant, or new processes may be developed but such changes may not be readily known by relevant users. In addition, when such changes are being made, a consistent and complete analysis of the impact of such changes to the internal control environment may not be performed. Some processes may continue to be performed when there is no need for such processes because the repercussions to the general ledger of ending the processes aren't fully understood.

Current Challenges/Goals for a New System

- The County wants the journal entry process to become electronic, both the creation of a journal entry as well as the Auditor's review, approval, and posting of journal entries.
- The County would like built-in workflows and security controls based on a user's sign-in.
- The County would like to have tight security controls around electronic signature. The County currently routes a lot of paper printed from forms created in Word or Excel requiring signatures via interoffice mail.
- Under the current system, corrections made in one place don't consistently flow throughout the entire system.
- The County may consider changing the Chart of Accounts structure with a new system.

- The County needs significantly improved data retrieval, exporting, and reporting functionality.

2.2 Annual Budget

The County is on a calendar fiscal year. The budget planning process begins each year with initial information gathering in the June/July timeframe. Overall, the budget planning process involves three levels:

1. Departments' submission of requests to the Auditor's office;
2. Auditor's initial review and adjustments; and
3. County Commission's review with possible additional adjustments.
    a. Final adoption occurs at this level.

Budget requests are managed through an internally-developed budget program. The Auditor's office initializes (creates) a master budget record each year and maintains a security file, which manages security and access to the budget files. Departments populate the budget records, either by using the Budget Copy function (which copies selected or all data from the prior year's budget record) and/or entering descriptions and amounts into the budget file. The Auditor's office populates the personnel and benefit portion of the budget via an internally-developed program, the Personnel Budget Detail program. This program uses a Master Position File (MPF) for the budget year in conjunction with actual payroll data and benefit parameters for the budget year. The County "budgets by position", and this control is achieved through the MPF (the MPF contains a record for each position to be authorized in the budget). The MPF record contains such information as position title, position pay range, budgeted hours, benefit status (Y/N), workers comp code, etc. Menus within the budget program allow the Auditor's office to establish workers comp code rates for the budget year, benefit rates for the budget year (i.e., health, dental, etc.), and salary increases (i.e., percentage rates). The Personnel Budget Detail program applies established business rules to the data contained in these various files and calculates and updates the specific budget amounts for salaries, wages, and benefits for all departments.

Core requests are viewed as what is needed to keep their department running. Supplemental requests are viewed as items that would be nice to have but aren't year-to-year costs (e.g., copiers). Supplemental costs are typically scrutinized more than core requests.

The budget program does not have functionality to export data/reports to Excel or to receive data imports from Excel. Several of the larger departments— IT, the Sheriff's Department, Resource Management, Public Works — maintain budget-related data in Excel but they do not have an efficient means of moving data between the budget program and the Excel files.

Departments can enter notes into the system to support their numbers, which they can choose to forward for others to view, but they can't attach documents. Departments also have the ability to view their year-to-date actuals versus their

budget. The County can also go back multiple years to view budget numbers, but the report generated can't show those numbers in a side-by-side summary format. Additionally, at a department level, the County is unable to review year-to-date information or details of expenditures.

Once the budget is adopted, the AS400 system automatically pushes the final budget numbers to the general ledger. When the planning process begins again the following year, the copy feature in the system will pull the adopted budget numbers, but any revisions or amendments that had to be made manually will not come over.

For position budgeting, the Auditor's office maintains a master position file. This file reflects all positions that have been approved in the budget. Each position is identified by its department number and a position number. And each position is assigned a pay grade. The Auditor's office runs a report every Friday that reads the master position file and also looks for the employee currently filling the position and their current rate of pay. The report also applies the County's business rules to make budgetary adjustments to their pay.

For budget planning each year, the County copies over from the previous year and budgets by position. If a position is vacant, the County budgets a little above the position minimum pay range; when filled, the new employee can be hired at base to mid-point of the pay grade for the position. If the position is filled, the budget is set for their current salary unless it's below the minimum pay rate. Merit increases are budgeted in a pool that the administrative authority has discretion to assign as deemed appropriate. The County pays 100 percent of employees' premiums. Employees can elect to pay for additional coverage (e.g., for their family members). Departments can see information from this master position file in the form of a paper report, but they can't make any changes to the information.

Current Challenges/Goals for a New System

- The County would like to see budget spending averages over previous years.
- From the users' point of view, the County would like analytic and dashboard reporting capabilities to check their budget against the general ledger.
- Each expenditure has a cost code/cost center for spending detail.
- The County would like an easier method to provide departments with their beginning budget information than dumping into Excel.
    - Changes to budget from last year requires manually entering numbers.
- The County currently can't attach documents within the budget management system.
- The County would like the ability to choose how they track their budget — either by line item or by aggregate.
- Beginning information from the system for each year's budget planning process doesn't automatically capture budget amendments made after the final budget adoption.
- The County would like better overall budget reporting.

2.3 GASB/CAFR Reporting

The County does the initial preparation of their CAFR reports, which takes about a month to compile. All financial data is compiled in Excel using m-Power to extract the data from the system. The County also uses Sympro to compile their investment data that needs to be included on their CAFR. Once completed, the information is turned over to their auditors. The County would like to continue the practice of initially compiling the data with the auditors reviewing.

Current Challenges/Goals for a New System

- The County would like to streamline the GASB/CAFR reporting preparation process.

2.4 Project & Grant Accounting

The County currently does not do any project or grant tracking within the AS400 system; both are tracked using Excel spreadsheets. Notes are also made on related purchase orders to assist in tracking related expenses. Large capital projects are also tracked through a fund.
The County can see the value in having a true project accounting solution. Examples mentioned of how they would use it included identifying the costs of elections and taskforce operations and Resource Management using it for purposes of better time management of staff.
Cartegraph is used in Public Works for tracking some of their projects specifically.
The County does not have a centralized grant administration office; grant management is decentralized with the responsibility to track and manage grants falling to individual departments. The County estimates they receive 40 to 45 grants each year that total more than $1 million with the majority in the Sheriff's Department and the County court system. Most of the grants are reimbursement grants, so the County must track expenditures, revenue, and assets and identify and report the reimbursement amounts with the correct revenue account.
The County's payroll system can't assign or track employee hours that should apply to projects or grants. All SEFA reporting is manual.

Current Challenges/Goals for a New System

- The County's current AS400 system does not offer project or grant tracking, which means it has to be done manually via Excel.
- Assignment of employee hours to projects or grants must be done manually since the current payroll system doesn't track that information.
- All SEFA reporting is manual.

Section 3: Procurement

3.1 Requisition Processing

Overall, the County's current purchasing processes are decentralized. Very often, purchases occur first with the paper work following afterward. The County is comfortable with a decentralized process; however, they believe a paradigm shift is needed to ensure purchase approvals are acquired at the beginning of the purchasing process rather than at the end.
There are three methods to making a purchase at the County:

1. A department/office completes a Purchase Requisition Form and submits to the Auditor's office who issues a purchase order if approved;
2. A department uses a P-card; or
3. A department has the vendor bill them.

The County's P-cards are issued by Commerce Bank. For purchases made using them, there is no interaction between those purchases and the general ledger until the end of the month.
There are three purchasing scenarios each with different processes:

- Contracted purchases;
- Purchases under $6,000 with no contract; and
- Purchases over $6,000 with no contract.

Contracted Purchases
If a Term and Supply contract is in place, the department/office may place orders from it without obtaining a purchase order. When the invoice arrives, the department/office should verify the invoice pricing to the contract to ensure they were charged the correct price before processing the invoicing (although this step is not always done). The department/office prepares a Payment Requisition and submits to the Auditor's office authorizing payment of invoice.
Purchases Under $6,000 with No Contract
If an item is under $6,000 and there's no contract in place, the department may or may not price shop. The department can choose to make the purchase using a P-card if the total transaction is $2,500 or less , or the department can get an invoice from the vendor. If using an invoice, the department will enter it into the AS400 system and submit a payment request to the Auditor's office.
Purchases Over $6,000 with No Contract
If the purchase is over $6,000 but there's no standing contract, by Missouri law the purchase must go through the Purchasing Department and the bid process. The process is as follows:

- Purchasing verifies the department/account number/budget for requested purchase;

- Purchasing creates and issues a Request for Bid (RFB) or a Request for Proposal (RFP) depending on the commodity/service being purchased;
- Vendors are given 15 days to submit bids (RFB) or 30 days to submit proposals (RFP) from advertisement date;
- Purchasing tabulates bids and sends award recommendations to the department (Bid Tab for bids and Bid Opening for RFPS are posted on the County website);
- If a purchase order is required for the purchase, Purchasing creates a Purchase Requisition and submits to the department for signature (Purchase Requisition will later be routed with the contract for the Commission reading).

Once the vendor is selected, the contract signature process begins and usually takes one month to complete:

- Purchasing sends hard copy of the contract(s) to the County attorney for review;
- The County attorney makes revisions, signs, and returns to Purchasing;
- Purchasing incorporates those revisions and sends the contract(s) to the vendor via U.S. mail;
- The vendor signs and returns the contract(s) back to the Purchasing Department;
- Purchasing routes the contracts to the Auditor's office for certification of funds;
- If funds are available, the Auditor certifies the contract(s) and routes to the County Clerk's office who schedules the award recommendation for a Commission meeting;
- The award recommendation is placed on the Commission's agenda(s) for a first and second reading;
- If approved, the contract(s) is returned to the Auditor's office where a purchase order is issued if needed. (Term & Supply contracts may not need to be certified if they do not create a measurable County obligation.)

The County does not have a central receiving department. Invoices and items purchased are delivered to the departments making the purchase. The invoices are reviewed there and, if approved, are sent to the Auditor's office for final approval and payment.

Current Challenges/Goals for a New System

- The County wants to implement and enforce an electronic purchase approval process, eliminating the use of paper forms and requiring approvals under certain circumstances prior to making the purchase/issuing the purchase order.
- The County wants department heads to have the ability to check their year-to-date actuals when making a purchase.
- The County would like to incorporate the use of encumbrances in their purchasing process.
- The County would like to implement the use of electronic invoices, eliminating the need to route paper invoices and speeding up the payment process.

- The contract signing and invoice approval processes are very lengthy under the current processes.
- If possible, the County would like to be able to route contracts electronically to Legal, have Legal sign and electronically route back to Purchasing, and from there enable Purchasing to route electronically to vendor for signature.

3.2 Bid Management

The IT Department created a bid management system for the County that is based on NIGP commodity codes. Vendors can register with the County online under as many categories as they like and then receive notification of bids that fall within their areas of expertise. Vendors are responsible for maintaining their own updates; however, the system does not currently allow vendors to review their invoices, payments, etc.
Each bid can be viewed and downloaded from the County's website, which are posted as .pdfs delivered via a link. At this time, the County is not able to accept electronic proposal and bid responses, but the County would like to move in that direction. Additionally, the County would also like the system to automatically populate a Bid Tabulation following the electronic receipt of bids.
At the end of each bid process, the County posts the bid award spreadsheet on the website and uploads the contract into the AS400 system with RVI Imaging, which indexes and makes contracts searchable.. Additionally, registered vendors can review all bids the County has done within the year.

3.3 Purchase Orders

The County's current process for issuing purchase orders is viewed as cumbersome. Departments are unable to generate their own purchase orders, and by the time the Auditor's office issues them the purchase has often already been made. Additionally, if the entire amount of a purchase order isn't spent, it is very difficult in the current system to go back and identify which line items were and were not purchased.

Current Challenges/Goals for a New System

- The County would like the process of generating a purchase order less cumbersome.
- The County would like the new system to be more flexible in viewing details of what is actually purchased when an entire purchase order is not spent.

3.4 Contract Management

The County has multiple contracts in place for discounted pricing on items such as janitorial supplies, office supplies, food for the Sheriff's Department, etc.
Despite contracts being in place, it can be difficult and cumbersome to ensure contract terms (i.e., pricing) are being applied when purchases are made. The expectation is that the department making the purchase is aware of the contract

terms and is ensuring that all terms are being adhered to, including pricing. Some departments will manually pull invoices and the physical contract to check. If a contract calls for a percentage off of list price, the one making the purchase will need to call in and get the list price from the vendor to determine the correct contracted amount. At times, the Auditor and Purchasing offices will do random checks of invoices against contracts in place.
An Excel spreadsheet is maintained to track all contract expiration dates as well as insurance information.

Current Challenges/Goals for a New System

- The County would like the new system to speed up the contract routing process through the use of electronic approvals.
- The County would like to have a central repository for all contracts where contracts can be:
  - indexed and easily searched on so that contract information becomes easily accessible;
  - negotiated terms are more easily reviewed and enforced; and
  - contract renewal dates can be easily tracked and the use of Excel can be eliminated.
- The County would like to be provided with an understanding and be kept up-to-date on best practices around contract management.
- The County would like to be able to accept bid responses electronically and Bid Tabulations electronically created.

3.5 Accounts Payable

The County pays approximately 18,000 invoices each year, which does not include any of the County's P-card purchases. The County has approximately 200 P-cards, and the number of those transactions is estimated to be greater than 2,600 per year. Each P-card has a maximum transaction amount of $2,500 or $10,000 per month. Any amount higher than that needs the Treasurer's approval. Limits can also be set on the number of P-card transactions made each day.
Commerce Bank provides a file of P-card transactions that is imported first into Excel and then into the AS400 system. This file does not include vendor details.
The County recently rolled out ACH payments to vendors and estimates approximately 15 percent of all vendors are now paid that way. The County's target vendors for ACH payments are those owed a high-dollar amount, those the County does a high volume of transactions with, and municipalities.

The County has an unclaimed fees database that automatically talks to the general ledger when it needs to issue a check from unclaimed fees. This is an automatic, one-step process until there's a change of address or a name change that's required; then it becomes a two-step process.

The County writes many check types: manual checks, vendor manual checks, non-vendor manual checks, restitution checks, jury checks, etc. These different check types have different sources. For example, the jail issues their own checks, which becomes a manual journal entry made one time each month. The Prosecutor's office uses Karpel, which then interfaces with the AS400 system and sends check data for checks to be cut by the Treasurer. Checks written for jury duty payment are managed in Excel. Under the current process, there is no central location to go to if a check needs to be researched.

As mentioned previously, the County does not have a central receiving department. Invoices and items purchased are delivered to the departments making the purchase. The invoices are reviewed there and, if approved, are sent to the Auditor's office for final approval and payment.

The County's policy is to pay within 30 days of receipt of invoice, which can be difficult to adhere to under the current purchasing processes.

As mentioned previously, vendors can register with the County to receive notification of bids and can view and download bids from the County's website. However, there is no mechanism for vendors to view their invoices, payments, etc. online.

Departments receive most of the vendor inquiry calls, although some calls get forwarded over to the Auditor's office if the department staff member isn't comfortable using the AS400 system to check payment status of the invoice.

The County does positive pay, but the file doesn't include payee information.

Current Challenges/Goals for a New System

- The County would like a central location to write all types of checks from so that researching checks becomes an easier process.
- If an order has been placed but not encumbered, the AS400 system does not capture the information.
- The County would like the receipt of goods and approval to pay process to be electronic, removing the need to use and route paper forms and making it easier to pay within 30 days of receipt of invoice.
- A vendor in the current AS400 system is limited to a single address.
- Accounts payable does not currently integrate with the County's assets.
- Posting corrections is a difficult process in the current system.
- The County would like automated imports from third-party systems, eliminating manual importing of data.

Section 4: Revenue & Collections

4.1 Miscellaneous Billing

The AS400 system does not include functionality to create or track invoices for miscellaneous bills. The County currently uses Word and Excel and writes approximately five to ten miscellaneous bills per month.
Human Resources manages all FMLA and COBRA bills, which they also track in Excel. They'll send out reminder letters when payment is due and cancel the benefits when individuals don't pay.

Current Challenges/Goals for a New System

- If there are recurring or known miscellaneous bills the County is aware of in advance (e.g., at the beginning of each year), the Auditor would like to have the ability to set them up within the system in advance.

4.2 Cash Receipting

Currently, whichever department a transaction originates in is where payment is taken unless the vendor is set to pay by ACH. All 21 of the County's departments are set up to take payments, but only 14 of those departments currently do take in payments. However, these departments are not able to enter payments received directly into the AS400 system; the only cash postings to the general ledger are done by the Treasurer.

Accurate receipting is hard to confirm across the County without talking with multiple people.

The current cash receipting process is as follows:

- Individual departments bring the payments they've received along with account codes to the Treasurer's office.
    - While the Treasurer makes daily deposits, not all departments bring payments to the Treasurer on a daily basis.
- The Treasurer enters the payments into the AS400 system, manually entering all of the general ledger codes.
- The Treasurer generates three receipts – one for the department bringing the payment, one to stay with the Treasurer, and one that goes to the Clerk's office for record retention purposes.
- At the end of each day, the Treasurer counts the total deposit of all department payments brought in and scans in all back-up documentation brought with payments to be attached in the AS400 system.
    - The back-up information provided by departments can vary from notes handwritten on a check to a standard form to a memo.

Current Challenges/Goals for a New System

- The County would like the new system to assist in enforcing a consistent policy for taking payments County-wide.
- The County would like the new system to generate uniform receipts.
- The County would like tighter controls on cash received.
    - Cash may have been received at the department level but the Treasurer, and subsequently the Auditor, won't know about the payment until it's brought to the Treasurer and the Treasurer posts it to the general ledger.
- The County would like to more easily match payments with receivables.
- Departments are not consistently writing receipts when they receive payments (e.g., HR does not give a COBRA payment receipt).
- The County's permitting system does not integrate with the AS400 system, so payments for permits do not automatically post to the general ledger in real time.

4.3 Bank Reconciliation

The County has seven bank accounts they reconcile as well as one treasury account and some non-interest bearing accounts for grants. The County court system has another three accounts, but they perform their own bank reconciliations.
For check reconciliations, the banks provide electronic statements, which are first downloaded into SQL and then secondarily uploaded into the AS400 system. All other types of transactions (e.g., wire transfers, which are typically for investments) are reconciled through spreadsheets. The County estimates it takes between one and two days to complete their monthly bank reconciliations.
Wire transfers are manually posted to the general ledger. For investments, the County takes cash general ledger transactions from the AS400 system, loads them into Sympro, and then moves the investment allocations back to the AS400 system. ACH receipts are all recorded to the general ledger through the accounts payable/receipts process. Payroll disbursements are uploaded automatically.

Current Challenges/Goals for a New System

- The current investment process is cumbersome: The County has to take investment activity from the AS400 system, load it into Sympro, and then move it back to the AS400 system. The entire process can take one to two days since Sympro runs so slowly.
- Bond payments are a very manual process. All payments are sent by ACH, and then a manual journal entry is made. The bond trustee bank accounts, which are separate from investment, depository, and checking accounts, are then manually reconciled to the general ledger. The trustee of an account also has to manually enter interest earned.

Section 5: Asset Management

5.1 Fixed Assets

The County tracks assets with a value of a $1,000 or more; a capital asset is defined by the County as one with a value of $10,000 or more. The Auditor's office issues asset tags, which are physical barcodes attached to the asset and can be scanned at inventory time. Additionally, Public Works also maintains a subset of fixed asset records with detailed items for each, including outside repair costs, internal repair costs, and fuel charges. Any expenses incurred by other County departments are billed to each department on a monthly basis. Payments to Public Works are made via journal entries. This subset of records is also used to verify insurance schedules with the County's risk manager.

Vehicle procurement is not centralized, and each department that purchases a vehicle requests a fuel key from the Public Works Department. Prior to issuing a fuel key, the Department records vehicle details, which are obtained from the department/office making the purchase, the Purchasing Department, and the Auditor's office, into a fleet management system and a fuel system.

The County manually tracks assets within the AS400 system, including the funding source, but it is separate from the general ledger. m-Power is used for asset reporting. Assets are reconciled once a month, and physical inventory is performed annually. Departments are given autonomy to follow their own inventory tracking process as long as they meet the Auditor's minimum requirements (i.e., tracking all assets with a value of at least $1,000).

In addition to physical assets, more intangible items such as software, warranties, and maintenance providers are tracked. Once retired, departments with these types of items will send a list to the Auditor to retire them in the AS400 system.

Purchasing handles all asset disposals, regardless of initial cost and whether or not the asset was tagged for inventory purposes. For assets being traded-in as part of a replacement asset procurement process, the Purchasing Department will obtain a completed Asset Disposal Form and route to the Commission for approval in conjunction with the procurement contract approval process. For other asset disposals that occur throughout the year, the requesting office completes an Asset Disposal Form, which is routed to the Auditor's office so that specific information can be provided/verified (asset tag number, date of purchase, original purchase price, grant funds used for initial purchase, account code to be used for receipting sale proceeds, etc.) The completed form is routed to Purchasing. Since the County Commission is statutorily responsible for the County's assets, Purchasing accumulates disposal forms and takes to the County Commission for approval of disposal. Following approval for disposal, Purchasing determines the appropriate method (auction, trash, Invitaton for Bid, etc.) and disposes of the asset. An asset can't be removed from the AS400 system until the Commission approves of disposal and a proof of sale/pick-up is provided. Additionally, if the asset is a vehicle, it is

also removed from the fleet management and fuel systems when the vehicle is disposed of.

HR is provided with an e-mail about disposals since they have to provide annual reports on vehicles for insurance purposes. Whatever vehicles the County has on the books as of January 2nd of each year determines their insurance rate for the year. Depreciation calculations are run once a month and are posted to the general ledger. Different classes of assets have different parameters.

Current Challenges/Goals for a New System

- The current system does not allow for a history trail of an asset's physical location.
- Component assets such as light bars or in-car computers are not attached to the larger asset in the AS400 system.
- The County wants to integrate assets with purchasing, accounts payable, and the general ledger.
- The monthly asset reconciliation process is cumbersome.
- The County would like to be able to start fixed asset activity for the next fiscal year before closing out the current year.
    - The County is usually doing three months' worth of depreciation each April under the current processes.
- HR would like to have the ability to see what vehicles are pending disposal to know in advance the asset count prior to the January 2nd insurance rate reporting deadline.

Section 6: Community Development

The County Assessor maintains all parcels within the County. Parcel splits occur daily and begin when a subdivision platte is filed with the Recorder of Deeds' office. That information is picked up by the Assessor's office who is responsible for splitting parcels. Once the process is completed, the County's GIS system, which is ARC ESRI 10.2, is updated. Since it's centralized, Resource Management can see the newly-split parcels through the mapping software.
When a new parcel is created that would qualify as a lot, it may or may not require a survey. Resource Management gets involved when plans are submitted to put a building on a lot.

6.1 Licenses

The issuance of licenses falls under various County departments, depending on the type of licenses. All licenses are entered and tracked with the AS400 system.
Licenses issued by the County include:

- Merchant license
  - License issued by Clerk's office
  - Schedule is calendar year
  - Fee is $25/year
- Liquor license
  - License issued by Clerk's office
  - Schedule is July to June
  - Fee varies based on type of liquor sale (i.e., packaged, wine, Sunday sales, etc.)
- Food operator's license
  - Schedule is July to June
  - Fee is based on gross receipts and health risk (as determined from information from the Health Department)
- Auctioneer license
  - License issued by Clerk's office
  - Schedule is calendar year
  - Fee is $50/year
- Marriage license
  - Fee is $51

The County does not issue any business licenses and offers very little license fee prorations.
All licenses except for marriage licenses must be renewed annually with a renewal fee attached. Merchant, liquor, and auctioneer licenses have a flat annual fee. Food operator license fees are based on a matrix. The County's policy is that license

renewals must be done in person; there are no online renewals available at this time.
No inspections are required as part of the merchant or liquor license process.
The County's GIS mapping links licenses with both permits and code enforcement but shows limited business information.
The Health Department tracks gross receipts on an Excel spreadsheet to determine license fees, which is imported into the AS400 system for billing purposes.

6.2 Permits

Boone County issued approximately 850 permits in 2013. The types of permits issued by the County include:

- Building permits
  - One building permit covers all phases of construction
- Right of way permits
  - $150 deposit
  - The County will refund the difference between the deposit amount and the cost of the inspector's time to complete the inspection.
- Driveway permits
  - Only for county roads; no state roads
- Neighborhood improvement district permits
- Pass through wastewater permits
- Land disturbance permits

The expiration process for permits is manual. If no work has taken place within six months of the permit issue date, the permit is supposed to become void; however, the County tries to work with property owners to make sure the work gets completed. If a property owner becomes non-responsive, the County will void the permit after nine months. If a construction project remains ongoing on a continuous basis, the County will allow for a single permit to remain active for a much longer period of time (e.g., years).
The numbering of permits is different between commercial and residential projects. The small community permit numbering sequences are also different from one another depending on their size. Permit numbers are manually generated and are not system assigned.
Missouri doesn't require contractors to hold a license, be bonded or have insurance.
The information required to show on a permit includes:

- Location
- Address for 911 location
- Estimated cost of construction
- Permit fee
- Wastewater collection
- Tax parcel number
- Issue date
- Applicant
- Mailing address

- Section/township/range
- Project type
- Directions to site
- Owner's name

The County requires permits to be paid for in advance, and the cost of the permit is based on the type of construction and the square footage involved. The County uses a spreadsheet with built-in formulas to calculate each permit fee.
The status of a permit can be checked by a phone call; there are no online contractor self-service capabilities currently.
Missouri state law allows for houses to be built without plans; the residence is only required to meet code. Therefore, the County doesn't do plan reviews for residential projects. They do plan reviews for commercial projects of more than 1,200 square feet. Boone County performs all county and small community building inspections with the exception of Hunstdale and McBaine.
The County currently has a team of three inspectors plus the Chief Building Inspector. At the time of the BPR, there's an open position to add a fourth inspector.
Inspections are scheduled by phone. Types of building inspections include:

- Footing
- Structural
- Groundwork plumbing
- Electrical
- Plumbing
- Insulation
- HVAC
- Final

On-site wastewater and driveway location inspections have to be completed prior to any other inspection being performed. These inspections are performed by the Health Department or construction inspectors and not by building inspectors. If an inspection fails, a re-inspection is scheduled, although never for the same day.
When possible, a partial approval is given on items that passed inspection so that work in those areas can continue. The inspector will leave notes on the job site or with the contractor. When back in the office, the inspector will enter into the AS400 system the date of the inspection, the inspector's initials if the inspection passed or "NA" if it failed. Pictures taken by inspectors are loaded onto a network drive and labeled with the building permit number.
The County tries to have the same inspector perform the re-inspection as did the original one; however, in case that's not possible, all inspectors are encouraged to take thorough notes. When going out for a re-inspection, a packet is provided to the inspector from the original inspection.
The County does not charge an inspection fee but will charge $20 for a re-inspection fee. Additionally, the contractor must come to the County building to pay the re-inspection fee.

State statute requires the County to keep permits on file as long as a structure is standing. They keep seven years' worth of permits onsite; permits older than that are moved to long-term storage location.

6.3 Code Enforcement

The County is responsible for code enforcement around zoning issues, whereas the Health Department is responsible for issues related to animal control and nuisance ordinances. For violations that fall under the Health Department's purview, if the owner doesn't comply, the cost of the mitigation (e.g., mowing an uncut lawn) is attached to the property owner's tax bill. The Health Department does not have access to the AS400 system to track violations they manage, and the violations they address are not mapped.

For zoning issues, the process for addressing complaints is:

- The County receives a call or e-mail reporting a potential code violation.
- A code officer goes to the address to inspect and takes pictures.
- If there is a violation, the County sends a violation notice to the property owner who has 30 days to respond or comply.
- If after 35 days there is no response from the property owner, the inspector will return to the property for a re-inspection.
- If the violation still exists, a second letter is sent giving another 10 days to comply followed by another re-inspection if there's no response to the letter.
- If the violation still exists, the violation is turned over to the legal department.
    - If judgment is for the County, the judgment can be a misdemeanor but sometimes involves jail time.
    - No fees are charged for the inspections.
    - Inspectors have to appear in court as a witness to the violation.

Information about zoning violations is not stored in the AS400 system. It's tracked in a spreadsheet that's stored on the County's S:/ drive, which also links the violation to the GIS map. It also links to a Word document, which is the code enforcement officer's narrative of the inspection.

6.4 Project Planning

Types of projects the County manages include:

- Subdivisions
- Re-zoning
- Board of Adjustment
- Conditional use permits
- Planned developments

Subdivision projects are also tracked through a spreadsheet in addition to using the AS400 system. The County assigns a project manager who creates a project file, which includes dependencies. However, the AS400 system does not prevent the project from moving to a next step if the previous step wasn't completed.

The AS400 system does not generate any project letters, and time restrictions are in place but are not automated.
Fees associated with projects include:

- Application fees
- Processing fees
- Re-zoning fees
- Conditional use permit fees
- Subdivision fees
- Subdivision recording fees

Fees are manually calculated and are based on the size of the project and the number of lots involved.
Resource Management uses Replicon, a time management program to track billable hours that can be assigned to specific public projects. A subscription fee for Replicon is based upon number of users. At this time, Replicon is only being used by the Design and Construction Division (16 positions out of 27 employees). This information is not integrated with payroll.
Projects are numbered sequentially and do not indicate what type of project it is. Project numbering is not system generated.

Current Challenges/Goals for a New System

- The permit application process is time-consuming. The County would like to incorporate any efficiencies as possible with a new system; however, given the rural nature of the community, the County believes the process is better face-to-face.
- The County would be interested in the ability to perform/complete inspection reports in the field.
- The County would like to have automated alerts and notices related to dates around permit expirations, inspections, re-inspections, etc.
- The County would like to offer citizens the ability to submit complaints online with the option to remain anonymous and to view a map of previous violations.
- Project planning is an increasing need with the County. The AS400 tool in place now was always viewed as an interim solution.
- The County would like guidance on best practices and to understand what solutions are available in the market.

Section 7: Human Resources

The County has a total of 450 FTE employees, with 410 of those being employees who qualify for benefits. There are also seasonal employees not included in this number. All employees are paid bi-weekly whether they're hourly or salaried. FLSA calculations happen monthly.

Human Resources also uses the AS400 system, but the HR functionality is separate from the County's payroll system. HR maintains a class code file in which each position's title, pay range, and exempt status are maintained. HR also keeps all employee demographic, education, and dependent information.

The County currently has no central repository of employee records; departments maintain their own employee records. The Clerk's office does maintain official employee information such as hire date, pay rate, etc. For personnel actions, the Clerk's office uses a paper form to capture the action that then goes to the Auditor to check against the budget.

Payroll is housed within the Clerk's office. The Director of Human Resources is appointed by the County Commission.

7.1 Hiring

Departments can make their own hiring decisions and are not required to get the approval of Human Resources. They often partner with HR, though, to find applicants and can either use the AS400 system or follow a paper-based process. When a department has an open position that has been budget-approved, the department contacts HR to begin the applicant search process. HR posts the open position on the County's website and other resources (e.g., Indeed.com), depending on the type of position.

Applicants can create an account online with the County that includes an applicant profile that captures demographic information, education, job history, the position the applicant is applying for, resume, skills, and certifications. They are able to attach documents and apply to multiple jobs at one time. The applicant data captured online goes directly into the AS400 system; however, it doesn't feed into Payroll if the applicant is hired. The new hire's information has to be re-keyed into the Payroll system at that point.

The hiring department can go into the system to review the applicants for the role and can decide who gets access to see applicants. Applications go into the m-Power system, where HR can continue to access the information.

7.2 Benefits

Benefits offered by the County include:

- Health (Anthem)
    - Prescription assistance (Caremark)
- Dental (Assurant)
- Vision (Assurant)
- Long-term disability (Assurant)
- County-paid life ($20,000)
- Voluntary life
- Flexible spending
    - Health

    - Dependent care
- 457 with 401(a) matching (Nationwide and Great West)
- Mandatory pension and mandatory 401(a)
- Five retirement accounts
- State program for tuition saving

The County offers payroll deductions for gym membership fees; however, the County does not currently offer gym membership discounts as a benefit to employees.
Open enrollment begins in November for a January 1st start date. HR prepares packets that are distributed to employees through multiple meetings scheduled when open enrollment begins. If employees don't attend one of the meetings, the packet is sent to them via interoffice mail.
Open enrollment for ASI flexible spending accounts and dependent care is completed online by the employee. Changes to the plan any other time of year through must go through Human Resources.
Life events that occur throughout the year are still paper-based.
HR estimates a new hire takes two to three hours to enroll in all County benefits; the County hired approximately 55 new employees last year. Life event changes and open enrollment changes take an average of one hour per employee. Last year HR made 133 open enrollment changes and between 50 to 75 life event changes.
The Auditor's office doesn't enter Personnel Action Form information into the AS400 system but reviews for any budgetary impact, signs, and forwards to the County Commission.
Some County departments track training, such as the Sheriff's Department, Public Works, and IT, but this isn't done within the AS400 system. HR also tracks some training for insurance purposes. Training will be a growing need, particularly with required sexual harassment training.
Performance evaluations also vary depending on the department, and each department maintains their own evaluations versus being centralized within HR. And the grievance process is not a fine-tuned set of steps countywide. Some of the collective bargaining unions do have a distinct policy for filing a grievance.

7.3 COBRA

COBRA processing is done through a TPA. The County's system of notification and enrollment is paper-based; however, After the first payment is paid to the County, the TPA COBRA information is available for review and changes online through www.benefitadminsolutions.com.

7.4 Workers' Compensation

Human Resources handles the majority of workers' compensation claims and tracks claims using a spreadsheet. The Sheriff's Department and Public Works have their own workers' compensation staff member who manage all of their claims.

Gallagher/Basset is the TPA used to process claims. The process for filing a claim is as follows:

- HR staff member goes online to submit a claim;
    - Public Works and the Sheriff's Department have their own password and file their own claims without HR's involvement, although HR can view all claims included Public Works' and the Sheriff's Department's.
- If the employee is on full Workers' Comp, the TPA pays

The Payroll system does not have a mechanism to flag any employees on workers' compensation.

7.5 Personnel Changes

If an employee is given a raise that's within budget, nothing has to go through Human Resources. If an employee completely changes positions, HR has to be involved in the process.

7.6 Retirement Benefits

Retiree benefits only apply to the employee and doesn't cover their spouse; the spouse has to use COBRA. The County does not pay retirement benefits. If a retiree is vested in the retirement system and is under 65, they can be enrolled in County-provided benefits. Payments go to Anthem, but the retiree enrolls through the County HR department.

Current Challenges/Goals for a New System

- The County would like benefit changes to be online and to provide employees with a portal to access all information, forms, etc. instead of the paper packets.
- Employee history is stored in paper files, which are maintained in the Clerk's office. HR has to go to the Clerk's office to check an employee's file.
- Currently there is a delay between an employee leaving the County and HR being notified so that benefits continue past the time they need to.
- The County would like to change the paper-based Personnel Action Form process into an electronic process.
- The County would like to institute a more formal grievance process and automate it through the new ERP.

Addendum: Payroll

The elected County Clerk is responsible for the County's payroll activities. Except for various payroll-related references noted throughout this document, Payroll was excluded from the scope of this Business Process Review. The following provides a brief overview of the current payroll environment and process.

All county offices submit paper-based payroll requisitions on a bi-weekly basis to the Clerk's office. Using internally developed software, the Clerk's office creates time transactions for each employee and enters the information from the requisition such as hours worked (if different from the default values), vacation/sick taken, overtime, shift differential, special pay, etc into the system. Payroll checks are printed in the County Treasurer's Office and ACH transactions are handled by the Treasurer's Office as well. The Clerk's Office is notified once checks and non-negotiables have completed. The Clerk's Office submits the final payroll process which updates the payroll database. This process also updates other database files that are used in various data transfers by the Clerk's and the Treasurer's office, such as direct deposit to banks, retirement, disbursements, tax withholding amounts, etc. Payroll journal entries are created which are reviewed by the Auditor's office. Once approved, the Auditor's office executes the trial and final processes which posts the Payroll journal entries to the general ledger.