

NEVADA ASSOCIATION OF COUNTIES (NACO)

Board of Directors' Meeting

May 19, 2017, 9:30 a.m.

This meeting will be conducted via video and teleconference

Members of the public can participate in the meeting at the

NACO Office

304 S. Minnesota Street

Carson City, NV 89703

AGENDA

The NACO Board may combine two or more agenda items for consideration. The NACO Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

Call to Order and Roll Call

1. Public Comment. Please Limit Comments to 3 Minutes.
2. Approval of Agenda. **For Possible Action.**
3. NACO President's Report.
4. NACO Executive Director's Report.
5. Approval of Minutes of the April 28, 2017 NACO Board of Directors Meeting. **For Possible Action.**
6. Acceptance of NACO's March 2017 Financial Statements and April 28, 2017 Investment Reports. **For Possible Action.**
7. Update regarding the Phase-out of Advanced Data Systems used by Nevada's Counties.
8. Update on the Governor's Task Force for the Regulation and Taxation of Marijuana Act.
9. Update on the 2017 Legislative Session and Possible Action regarding NACO Priorities, including Budget Requests, Bills and other Measures. **For Possible Action.**
10. Update and Possible Action Regarding Public Lands and Natural Resources Issues Including:
 - a) Updates to NACO's Public Lands and Natural Resources Federal Action Plan Approved January 27, 2017. **For Possible Action.**
 - b) NACO's Comments regarding "Waters of the U.S." (WOTUS) Rulemaking Under the Requirements of Executive Order (EO) 13132—Federalism. **For Possible Action.**
 - c) NACO's Efforts Seeking to Compel the U.S. Bureau of Land Management to Comply with the Provisions of the Wild Free-Roaming Horse and Burro Act. **For Possible Action.**
 - d) The BLM's and U.S. Forest Service's Greater Sage-Grouse Resource Management Plans including the Complaint for Declaratory and Injunctive Relief Filed by the State of Nevada and Seven Nevada Counties, and BLM's Sagebrush Focal Areas Withdrawal Environmental Impact Statement. **For Possible Action.**
11. NACO Board Member Updates.
12. Public Comment - Please Limit Comments to 3 Minutes

Adjournment.

Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to notify NACO in writing at 304 S. Minnesota Street, Carson City, NV 89703, or by calling (775) 883-7863 at least three working days prior to the meeting.

Members of the public can request copies of the supporting material for the meeting by contacting Amanda Evans at (775) 883-7863. Supporting material will be available at the NACO office and on the NACO website at: www.nvnaco.org

This agenda was posted at the following locations:

NACO Office 304 S. Minnesota Street, Carson City, NV 89703

Washoe County Admin. Building 1001 E. Ninth Street, Reno, NV 89520

Clark County Admin. Building 500 S. Grand Central Parkway, Las Vegas, NV 89155

POOL/PACT 201 S. Roop Street, Carson City, NV 89701

The following links and/or pages are support for agenda
Item 5

NEVADA ASSOCIATION OF COUNTIES (NACO)

Board of Directors' Meeting

April 28, 2017, 9:30 a.m.

NACO Office

304 S. Minnesota Street

Carson City, NV 89703

Unadopted Minutes

Attendance: President Phillips, Vice President Waits, Humboldt County Commissioner French, Lincoln County Commissioner Higbee, White Pine County Commissioner Perea, Pershing County Commissioner Shank, Mineral County Commissioner Price, Lyon County Commissioner Alt, Washoe County Commissioner Herman, Washoe County Commissioner Lucey, Storey County Commissioner McGuffey, Carson City Mayor Crowell, Churchill County Commissioner Olsen, Nancy Parent, Nevada Association of Clerks and Election Officials; Dave Dawley, Nevada Assessors Association

Remote Attendance: Elko County Commissioner Dahl, Catherine Bakaric, Nevada Treasurers Association

Other Attendees: NV Secretary of State Cegavske, Elko County Commissioner Steninger, Mineral County Commissioner Hegg, Rob Stokes, Elko County Manager; Sue Merriwether, Carson City Clerk/Recorder; Kathy Lewis, Douglas County Clerk/Treasurer; Patty Cafferata, NV Attorney General's Office; Scott Anderson, NV Secretary of State's Office; Wayne Thorley, Nevada Secretary of State's Office; Dean Payne, UNR and Lee Bonner, NDOT

The meeting was called to order at 9:30a

1. **Public Comment.** None was given.
2. **Approval of Agenda.** The agenda was approved on a motion by Commissioner Lucey with second by Commissioner Herman.
3. **NACO President's Report.** President Phillips reflected on his gratitude for the member's commitment to the State of Nevada and the successful meetings held the previous day with Legislative Leadership and the Executive Committee in conjunction with Local Government Day. He also reflected on some of the similar issues experienced in both rural and urban counties. President Phillips also reflected on the success of the previous evening's reception hosted jointly with the Nevada League of Cities and Municipalities and the expressed appreciation for the opportunity to greet and meet with Legislators in a less formal setting.
4. **NACO Executive Director's Report.** Jeff thanked those who attended Local Government Day and informed the Board that President Elect Weekly and Commissioner Kirkpatrick joined representatives from the League to give a presentation to the Assembly Committee on Government Affairs on the importance of local government and to reinforce the partnership between local government and the Legislature. He also discussed the meetings with Leadership and that those met with were receptive to the issues discussed during those meetings. Jeff concluded his remarks thanking Clark County for the Proclamation given to staff for their efforts on behalf of Nevada's Counties
5. **Approval of Minutes of the March 24, 2017 NACO Board of Directors Meeting.** The minutes were approved on a motion by Commissioner Higbee with second by Commissioner French.
6. **Approval of Nominees for Consideration by the Governor for Appointment to the Nevada Commission on Nuclear Projects (NRS 459.0091).** It was noted that Clark County Commissioner

Brown is the current representative on the Commission and wishes to continue to serve in that capacity. President Phillips noted the ability to nominate two additional persons for consideration and nominated Nye County Commissioner Schinhoffen. Washoe County Commissioner Herman volunteered to serve and the Board voted to send all three to the Governor for consideration on a motion by Commissioner Lucey.

7. **Approval of Nominees for Consideration by the Governor for Appointment to the Board for the Fund for Hospital Care to Indigent Persons (NRS428.195).** Jeff reviewed the fiduciary purpose for the Board and the allocation of \$20+/-M per year for things like hospital claims for medically indigent persons involved in motor vehicle accidents, matching Medicaid dollars for supplemental payments to hospitals as well as claims by counties for assistance with long term care obligations. Jeff informed the Board that the current term for all members expires in June and that Commissioner French, Commissioner Weekly, Commissioner Wichman and Clark County Human Services Director Pawlak have indicated they would like reappointment. Eureka County Commissioner Sharkozy is the only current member of the Board who did not respond with a request to continue service or to request that he not be considered for reappointment. He noted that the Board can move to reappoint those interested in continuing to serve and that there would need to be two names submitted for Commissioner Sharkozy's seat. The four members requesting reappointment were approved on a motion by Commissioner Alt with second by Commissioner Shank. Vice President Waits suggested nominating Commissioner Sharkozy should he continue to wish to serve on the Board. President Phillips suggested adding Vice President Waits to the list of nominations which she agreed to. Commissioner Sharkozy and Vice President Waits were nominated for consideration by the Governor on a motion by Commissioner Shank with second by Commissioner French.
8. **Update and Possible Action regarding the Renewal of NACO Employee Health Insurance for Fiscal Year 2018.** Jeff thanked the Board for providing coverage to staff and allowing dependent coverage at their own cost. He informed the Board that in past years the Association had been confined to a single carrier because of a law requiring a public entity that provides insurance to employees to provide coverage to retiree's as their cost. Because there are no plans offered that will include coverage to retirees there is now the ability to look at s options. One option would be to move into PEBS which he did not recommend based on long term costs. LP Insurance the Association's long term broker has worked with him to narrow commercially available plans to two best options, Prominence the current carrier and Hometown Health. He noted that the final decision will be made internally based upon the Board's approved budget. Jeff informed the Board that what is being asked of the Board is for permission to offer to employees the consideration of entering into a high deductible plan with reduced premiums, offered by Hometown Health. He noted that the approved budget includes a 5% increase for premiums and what is being proposed is the option to all staff to choose the high deductible plan and allow the difference of the lower premiums and what is budgeted to go into an HSA for the employees. He also reiterated that while the Association is not now nor has been in PEBS there is a former employee who retired from a PEBS enrolled agency and that the Association pays a prorated amount for that person's coverage for the term in which they worked for the Association. Commissioner McGuffey inquired as to if there would be matching funds to the HSA and Jeff clarified that the amount that would go into the HSA would be the difference between the amount budgeted and the premium cost, but that staff would be able to make additional contributions to the HSA on their own if they so choose. Vice President Waits inquired as to if Prominence offered the same plan, Jeff indicated that Hometown Health plan was used as it was highly recommended by LP Insurance, but if Prominence offered the same type of plan that would be in consideration as well. Commissioner French noted that Humboldt County offers something similar and they have seen benefits to doing so by encouraging employees to maintain their health if they opt into the plan. President Phillips stated that he agreed with the concept. Commissioner French moved to allow for the choice and the motion passed on concurrent second by Commissioners Herman and Shank.
9. **Discussion with Nevada League of Cities Executive Committee regarding Legislative Items.** This item was not heard as the League Executive Director was unable to attend.
10. **Presentation by the Office of Secretary of State Barbara Cegavske on Voting System Replacement.** Secretary Cegavske thanked the Board for allowing her to attend remotely and introduced her staff in attendance in Carson City. She gave an overview on the situation with the

State's election equipment and informed the Board that the two State certified equipment vendors gave demonstrations of their equipment and those demonstrations were attended by representatives from her office, County Commissioners, Clerks and Election Officials as well as by Legislators. A preferred vendor was identified by an informal exit poll. She noted ongoing conversations with Assemblywoman Carlton, Chair of Ways & Means as well as the Chairs of both Legislative and Operations committees. She informed the Board that they are looking at the possibility of the State funding some of the equipment required in all of the counties. She noted that Clark County has signed their own contract but that she has spoken with Commissioner Kirkpatrick about possible including Clark County in the funding identified in her budget that has been closed by the Legislature. The Secretary noted that one of the main criteria they have identified for the machines is that they be able to be used for both early voting and on Election Day to cut down on the number of machines needed and that current technology will allow for this usage. She also noted that she has spoken with most counties about the possibility of offsetting the costs of the machines within the counties because it is important for the individual Counties, Clerks and Election Officials to have buy in. The Secretary concluded her initial remarks with the fact that they are waiting on the Economic Forum to see if there might be additional revenues to assist with the purchase of the machines as well as the option of the State possibly purchasing the machines and the Counties leasing the machines from her office. Commissioner French inquired as to if there was a plan to have staff address the individual BOCC's regarding the buy in and financial partnership she indicated. The Secretary noted that they have gone to some Counties and that they are currently relying on the Clerks to communicate with the Boards but that they are more than willing to have teleconferences with the Counties and that a projected cost has been distributed to each county but that through further talks with the vendors they are expecting the actual costs to be slightly less. Wayne Thorely, Deputy Secretary for Elections reiterated the Secretary's remarks and noted that all seventeen counties are using the same machines that were purchased between 2004 and 2006 and that they are hopeful that there will not be a 1 for 1 replacement of all 7,000 machines due to the ability to use the same machines for early voting and election day and that reduction is expected to be about a 25% reduction. He also noted that there is advantage in purchase power and price reductions through the SOS office and that both certified vendors are open to multiple finance/lease options. Commissioner McGuffey inquired if the options would apply to the SOS office and Mr. Thorely noted that current NRS allows the SOS to purchase the machines and lease to the counties and that there is an ability to get creative with multiple solutions to work for each county. Commissioner Shank asked what would happen to the old machines and Mr. Thorely noted that the best option would be sell them back to the vendor for parts but that it would not be a large offset. The Commissioner also inquired as to the final vendor decision and it was reiterated that there are two systems currently certified for use but that there is no limit to those two but that another vendor would need to be certified by the Secretary and there would be a need to complete a competitive bid process that would take a significant amount of time. Commissioner Alt inquired as to if they would buy them back why can't they continue to be used and it was noted that the vendors will no longer support the software and that without that support it will open the election process up to security concerns. Commissioner Herman noted that if the machines can be used for both early and day of voting, if there was a cutback on early voting that might assist in the ability to afford new machines and it was clarified that would require legislative intervention and that the current discussion in the Legislature is to extend early voting. Commissioner Perea inquired as to moving to all mail in ballots and to avoid the need to purchase the machines. It was noted that that option would also require legislative intervention and even with an all-mail in system there is also equipment required for processing the ballots. Ms. Lewis and Ms. Merriwether thanked the Secretary and her staff for their work on the issue and getting the issue before the State. They also noted that the Commissioners will have the final approval of the equipment and at the request of Commissioner McGuffey they noted that it is very important to have new machines in place before the next election in order to ensure all bugs are worked out prior to the 2020 Presidential election.

11. **Discussion and Possible Action regarding Interlocal Agreements between the Nevada Department of Health and Human Services, Aging and Disability Services Division and Counties to Provide Services to Children with Intellectual and Developmental Disabilities.** Jeff informed the Board that there are outstanding contracts between the State and a number of counties that stem from actions taken in the 2011 Legislative Session when the State began to bill counties for services for children with disabilities provided by the State. He referenced a letter from the then Department Director, Mike Willden, in 2011 that discussed options counties had for the services which

ranged from taking over the services in total, paying the assessment billed by the Department or working with the Department on determining a range of services. This year the option of allowing counties to work with the State to determine the level of services is no longer an option and the State is wants to increase the eligibility criteria to 300% of poverty level. Jeff noted that he asked for the the item to be put on the agenda because some counties are concerned about the changes specifically, noting that that the item is one of several cost assessments that are not capped, causing potential budget issues if the State's cost projections are not correct. Cara Paoli from the Department of Health and Human Services' Aging and Disability Services Division addressed the Board and said the changes and adjustments are based on the Olmstead Decision which addresses the delivery of services including wait times, institutionalization and standardization of criteria and services across the state. She also noted that the decision carries impacts including legal suits. She acknowledged that some counties can experience hardships depending on the level of need and that they are willing to look at options. She also noted that they are looking at getting school district's more involved and tap those underutilized resources as well as using untapped State resources if necessary. Mayor Crowell inquired as to a county's ability to audit or monitor services being provided and Ms. Paoli noted that they would be willing to sit down and discuss it. Mayor Crowell reiterated that counties are receiving bills with no support and she stated again they would be willing to sit down to discuss the billings. She also noted that recent conversations with county staff included having more county input based on the level of resources within the county and to identify other areas of coordination. Commissioner McGuffey noted that the assessments are based on where the child resides and inquired as to if neighboring counties could consider pooling resources based upon residence vs. the cost of living and where the parents may work. Ms. Paoli concluded her remarks reiterating that they would be willing to look at ways to help with increased costs.

12. **Update and Possible Action regarding the Phase-out of Advanced Data Systems used by Nevada's Counties.** Jeff informed the Board that the Steering Committee comprised of members from each affected County met on Wednesday and prior to that on the 3rd of April. He noted that the Steering Committee is also comprised of representatives of all the affected user groups and has had great participation and effective discussion. He informed the Board that the Assessors and Treasurers have been at the forefront of the issue and that they are in contract development. He noted that the Recorders are a bit behind the Assessors and Treasurers but that the Assessors requirements are unique and will need to be far more customized than the system required by the Recorders. He also noted that while the Assessors and Treasurers have come to a unanimous decision on a vendor that the Recorders may end up going with a couple of different vendors dependent on need and that a few of the counties do not currently need to make a change because the ADS System is not being used by their Recorders. Jeff informed the Board that questions about the systems by Comptrollers etc. are still being worked out and that it is imperative that all the systems interface. Deliverables are being stressed including the need to have documentation and details outlining the selection process especially since current law does not require an RFP for software development. He also noted the importance of having a plan for implementation and that he requested the development of a flowchart to be brought to the May Board meeting so that the Board will have a more detailed idea of how the process has gone and what to expect when the contracts are brought before the individual BOCC's, He noted that each county will have their own contracts with the ability to opt in to items individually that all counties may not require. He thanked Carson City for their leadership in developing the contract 'template' for the Assessors and Treasurers. Dave Dawley from the Assessors Association informed the Board that the initial contracts for the Assessors and Treasurers are expected to be ready the first of July and Jeff reiterated that NACO's participation is not to impede the process but to be a bridge between the Commissions and the various user groups to ensure that the process has been completed correctly and to provide a level of comfort to the BOCC's that the process had been vetted. Jeff also noted that another item of concern is management of the project in each individual county. Mr. Dawley noted that they are currently working through the best way to present to each of the counties and that once under contract there will be a Nevada specific software that encompasses the common needs of all the counties with additional components that can be selected on an individual basis according to need. Commissioner French requested clarification that the development subcommittee that will be created will have a member from each county and Mr. Dawley informed the Board that the subcommittee will be comprised of subject matter experts that work with ADS and the new vendor directly on development. Mr. Dawley also noted that information has been disseminated to all the counties at each step of the process and that individual/special needs are being considered and included in the process and that he is confident that the key people for each county are involved in the

process. Jeff stressed that the benefit of the Steering Committee because of the cross section of participation not only in user groups but with IT professionals and county managers and that all those whose systems need to be changed have had every opportunity to participate in the process. He also noted that the initial goal was a one system solution, which is not feasible but with the Assessors and Treasurers choosing the same system there are economies of scale. Mr. Dawley also noted that the documents the Board will receive in May are working documents and will change as the process moves forward. President Phillips thanked those that have been diligently working on the issue and no action was taken.

13. Update on the Governor's Task Force for the Regulation and Taxation of Marijuana Act. Dagny reminded the Board that she is the Associations representative on the Task Force comprised of a broad range of stakeholders to provide input and policy recommendations to the Governor in the form of a report due at the beginning of June which will be used to put forth the final rules and regulations governing recreational marijuana. She noted that the Task Force was broken into eight working groups and she is the co-chair on taxation and regulation subcommittee. She noted that there are local government representatives on all of the working groups and that all counties will be affected by the industry regardless of whether they zone out dispensaries. She noted that the goal is to ensure counties get a fair share of revenues from the industry to address the impacts to services they will experience. She informed the Board that she wrote a recommendation that the Task Force recognizes the need for counties to share in the revenues because they will shoulder the majority of impacts to services, which the Task Force adopted. She also noted that work is being done to ensure that counties maintain the authority to regulate the businesses. Commissioner French inquired as to if during the assessment of impacts to counties if there is a discussion to set up any baseline studies, for example effects on law enforcement, emergency medical treatment facilities etc. because at this point identifying impacts is just a guessing game. He also inquired as to liability issues and issues surrounding the federal government not commenting on the Cole Memo or future enforcement actions. Dagny noted the general impacts to counties have been researched through conversations and data from other states and found that it is a complex issue and there are really no definitive data to quantify Nevada specific impacts. She also noted that the Task Force also contains a majority of members from the State and industry and have had to educate the members on what services counties provide and how and why they will be impacted. Commissioner Alt inquired as to the use of Home Rule to zone out utilization of marijuana within a county. It was clarified that Home Rule cannot be utilized to circumvent state law and a county can zone out dispensaries but cannot make usage illegal. She also noted that the Task Force was not directed by the Governor to address federal legal issues. Commissioner Alt also inquired about impacts to children if marijuana is used within the household; President Phillips noted that those questions would need to be directed to the associated District Attorney's. Commissioner Shank inquired as to liability issues surrounding the oath Commissioners take to uphold the law and how that will affect insurance coverage and it was noted that Pool/Pact is researching that issue. Dagny also informed the Board that there is language in a bill before the Legislature that would allow cities to allow dispensaries even if a county zones it out and that she is working with the League on this language. Commissioner French noted that during his conversations with Commissioners from Colorado that they wished they had more regulation over the product itself specifically with consumables and issues experienced with emergency medical visits having to do with unknown quantities of THC consumed. Dagny noted that the State has done a lot of work on those issues and Nevada is at the forefront of those issues and is very strict on things like packaging and dosage, tracking and security of dispensary and grow locations. She stressed that dosage, packaging and labeling will all be standardized and uniform across the state. She said in terms of local authority that the jurisdictions that have medical distribution facilities are currently comfortable with having the state take those responsibilities but the Task Force is working to ensure local authority for enforcement of those laws and regulations.

14. Update and Possible Action regarding Proposed Legislative Measures, Budget Requests and NACO Priorities for the 2017 Legislative Session. Dagny reviewed the recent deadlines for first house committee and first house passage and the number of days left in the session, with Sine Die expected on June 5th. A number of bills failed to make it through the deadlines, including some NACO had concerns about. NACO's SB8 regarding preparation and funding of PSI's and Clark County's SB9 also a version of change in preparation and funding of PSI's passed out of Senate Judiciary and were referred to Senate Finance. These remain priority bills and the Association will work closely with the

Legislature especially as the Governor's budget includes a significant increase for production of these reports. NACO's AB43 that would have adjusted the way the secondary property tax calculation is completed received a hearing in committee but also received negative and incorrect press and did not pass out of committee. Jeff also noted that there are two other measures regarding property taxes ACR7 which would require another interim study which NACO supported. The other is SJR14 that would reset depreciation and abatements upon sale; it also has components for breaks for seniors and the disabled but would require a vote as it is a Constitutional amendment. NACO's AB16 regarding funding and oversight for Cooperative Extension passed out of its original committee and has been referred to Ways & Means. Initial conversations with the Chair have been positive and this remains a priority bill.

AB407 which would move the Cooperative Extension programs for Nye, Lincoln and Clark Counties to UNLV including the county funding and also create 7 person advisory boards for each county for the program; NACO opposed this bill due to several concerns. Meetings have been had with the sponsor, stakeholders and Clark County however, there is bipartisan support for the bill, staff will continue discuss strategy and work toward a solution on this bill.

SB439 which would have enabled BOCC's to enact up to a 5 cent tax on diesel fuel failed the deadline, even though initially there appeared to be support for the bill. Legislative Committee Chair, Commissioner Lucey informed the Board that during meetings the previous day with Leadership there is a possibility of reviving the measure if support can be guaranteed from rural Republican senators that ended up not supporting the bill. Commissioner French noted that some of the largest impacts to the counties experiencing flooding issues are due to deteriorated roads, bridges and other infrastructure and during his conversation with Senator Gustavson he stressed that the measure is not asking for the Legislature to enact a tax but to give the counties the ability to discuss the option with their citizens and allow them to decide how they want to fund the services they have the expectation for the counties to provide. Commissioner Alt echoed the issues with flooding and noted that there is a distinct possibility that Yerington will become isolated over the summer due to runoff and potential flooding, and Commissioner Olsen also echoed the frustration of flooding issues due to lack of appropriate funding for infrastructure maintenance and construction. Vice President Waits inquired as to the timeframe required to resurrect the measure and it was noted that it needs to be done as soon as possible. Commissioners McGuffey, Higbee and Dahl inquired as to if there was an issue with passage due to confusion with dyed fuel and it was clarified that the intent of the measure would not allow for enactment of a tax on dyed fuel, however it may require an amendment to make that clear. It was also noted that there is support for the measure from the trucking community as there is a mechanism for improvements to truck parking.

SB377 regarding indigent defense was passed out of Senate Judiciary and sent to Senate Finance, there was no fiscal note submitted by the State so that question is being worked on. NACO testified as neutral, however, during opposition testimony, Mark Jackson representing the District Attorney's Association commented that the DA's Association did not believe that a statewide oversight commission is necessary because the counties have oversight of the issue and when asked by the Committee Chair if each county is going to be responsible for meeting the basic indigent defense requirements he applied in the affirmative that each BOCC approves the contracts. Jeff noted that the Board needs to be aware of the comment due to the fact that law suits are expected from the ACLU and that comment on the legislative record could become an issue. The ultimate outcome of the bill is in question at this time.

Marijuana bills include items on reduction of the amount of and authority to charge business license fees, as well as issues related to service and impacts, as addressed in agenda item 13.

Collective bargaining bills of interest include those that seek to undo changes made in the 2015 Session. SB469 would change the percentage of ending fund balance that would be open for negotiation. There are also bills that would bring back evergreen clauses and remove steps in negotiation with unions before adjudication by mandating binding fact finding. There is also a bill AB267 that addresses heart/lung benefits for police and fire, which would change the time off provision, to zero days, to qualify for benefits and Dagny noted that they are working with Pool/Pact on increases in liabilities.

Bills being watched include AB310 which would mandate a salary for Public Administrators, AB397 that would give cities the authorization to create GID's for parks and would allow appointment of the governing boards as well as allow taxing authority. SB54 which would allow Lyon County and other rural counties to expand use infrastructure taxes is going forward as is SB88, creating a one-time funding mechanism for body cameras. SB491 allowing a county lease mechanism through the SOS for voting machines moved forward as did SJR12 which would rescind SJRI from 2015. SB127 which would allow for BOCC appointment for filling open seats on small districts if nobody runs for election also moved forward.

Bills that failed the deadline include AB153 which would have required inter-county transfers of impact fees, SB63 allowing cities to collect fuel taxes from counties and SB218 which would have provided an option for public notice distribution.

Note: The NACO Board of Directors May Interrupt the Open Meeting and Exclude the Public from the Meeting for the Limited Purpose of Receiving the Information and for Deliberation Relative to Agenda Item #15(f) below:

15. **Update and Possible Action Regarding Public Lands and Natural Resources Issues Including:**
 - a) **BLM's Proposed Sagebrush Focal Area Withdrawal Draft Environmental Impact Statement.** Tori informed the Board that comments were sent and copies were sent to the Board.
 - b) **Update on Pending Public Lands Legislation.** Commissioner Dahl reminded the Board that HR1484 expired with the last Congress and will not be reintroduced. He indicated that an alternative is being worked on and that a previous discussion with then Senator Zinke included the transfer of management, instead of ownership of public lands which would result in a similar situation as wildlife ownership and management, which may appease those in opposition to the transfer of the lands. He spoke with Congressman Amodei and this may be the direction any future legislative language may go.
 - c) **Briefing on the March 7, 2017 Ninth Circuit Court of Appeals Decision on Federal Reserved Water Rights and Groundwater (*Agua Caliente Band of Cahuilla Indians v. Coachella Valley Water District*, Case No. 15-55896).** Tori informed the Board of the decision that determines that the tribe's Federal Reserve rights apply to ground water which could have implications on the way federal agencies treat water rights. She will monitor the issue.
 - d) **The U.S. Department of the Navy's Fallon Range Training Complex Modernization: Expansion of Land Ranges, Airspace Modifications, and Public Land Withdrawal Renewal Environmental Impact Statement, and the U.S. Air Force's Notice of Intent to Prepare a Legislative Environmental Impact Statement for the Nevada Test and Training Range Military Land Withdrawal at Nellis Air Force Base.** Tori informed the Board that she has been working with the Navy as proxy for the involved counties; however she expressed concern with the counties not being regularly contacted because she is easier to reach and encouraged those affected to counties to maintain communication to ensure their needs and wants are met.
 - e) **Discussion and Possible Action regarding a NACO Letter in Support of Reforming the Federal Antiquities Act.** Jeff informed the Board that a request for the letter had been made by staff from the House Natural Resources Committee as it relates to a Subcommittee hearing on the issue the following Wednesday. Specifically as it relates to local engagement and input on the creation of monuments. He also noted that several other organizations will be submitting letters in support of the review. Commissioner Dahl noted that local input is a priority when monuments are being proposed and created, and noted that the President's Executive Order goes a step further with regards to the amount of land included in the monuments in question. Mayor Crowell proposed minimal verbiage changes regarding county input to the designations that did not change the intent of the letter. The letter was approved by the Board with the changes proposed by the Mayor on a motion by Commissioner French with second by Commissioner Herman.
 - f) **Litigation – This item was heard in closed session**
 - **NACO's Efforts Seeking to Compel the U.S. Bureau of Land Management to Comply with the Provisions of the Wild Free-Roaming Horse and Burro Act.** No action was taken.
 - **The Center for Biological Diversity's Lawsuit against the U.S. Fish and Wildlife Service Seeking to Vacate their Decision not to List the Bi-State Sage Grouse as an Endangered Species and NACO's Motion to Intervene on behalf of the F&WS.**

- **The BLM's and U.S. Forest Service's Greater Sage-Grouse Resource Management Plans including the Complaint for Declaratory and Injunctive Relief Filed by the State of Nevada and Nine Nevada Counties, and Recent Implementation Training.** No action was taken.

16. **NACO Committee of the Emeritus Update.** In the interest of time no update was given.

17. **National Association of Counties and Western Interstate Region Board Member Updates.** No updates were given.

18. **NACO Board Member Updates.** None were given.

19. **Public Comment** – On behalf of Commissioner Lucey Jeff reminded those on NACo Steering Committees that are interested in appointments to leadership positions to contact him as soon as possible as the applications are due in June.

The meeting was adjourned at 2:25p

DRAFT

The following links and/or pages are support for agenda
Item 6

Nevada Association of Counties
General Ledger Trial Balance
As of Mar 31, 2017

Filter Criteria includes: Report order is by ID. Report is printed in Detail Format.

Account ID	Account Description	Debit Amt	Credit Amt
1000	Cash - Bank of America	377,452.11	
1010	Cash - NV State Bank	7,472.48	
1020	Money Market	110,369.36	
1025	PayPal Cash Account	14.26	
1030	Investments - RJ Equity	192,929.47	
1031	Investments Cash Equivalents	6,205.38	
1040	Investments - RJ Securities	287,088.44	
1041	Investments Cash Equivalents	102,630.60	
1250	Accounts Receivable	25,292.00	
1255	Rec IAF/Supplemental Fund	30,000.00	
1500	Office Equipment	173,613.00	
1525	Building	447,906.18	
1527	Land	131,000.00	
1528	Building Improvements	90,311.78	
1550	Fixed Assets - Vehicle	32,878.25	
2000	Prepaid Expenses	965.44	
2200	DEFERRED OUTFLOWS	35,335.00	
2500	Accumulated Depreciation		262,000.75
3160	Accrued Payroll Benefits		21,638.74
3800	PERS Pension Liability		436,508.00
3850	DEFFERRED INFLOWS		63,107.00
4000	Retained Earnings		892,500.20
4200	Investment Revenue - EQ		1,400.02
4220	Investment Revenue - HQT		1,834.44
4500	Membership Dues		477,720.00
4501	Conference Registration Fees		100.00
4502	Conference Sponsorship Fees		4,867.50
4505	Conference POWER Reg Fees		900.00
4506	Conference Golf Proceeds		65.00
4650	Interest Income		56.75
4700	National Programs		3,584.06
4702	Associate Memberships		12,750.00
4740	Unrealized Gain/(Loss)-EQINC		9,355.99
4741	Unrealized Gain/(Loss)-HQTAX		449.30
7100	Salaries	87,487.11	
7103	Retirement	13,546.28	
7104	Employee Health Insurance	7,930.42	
7105	Employee Life Insurance	208.00	
7106	FICA and Medicare Expense	1,306.60	
7108	ESD Expense	322.87	
7109	PEBP Expenses	362.76	
7202	Equipment Maint/Lease	2,282.29	
7204	Office Supplies	343.94	
7207	Telephone	3,207.18	
7210	Postage	69.71	
7212	Liability/Auto Insurance	1,200.25	
7214	Vehicle Maint/Registration	299.55	
7216	Publications/Subscriptions/Dues	1,802.00	
7218	Printing	60.19	
7219	Staff Travel	3,346.84	
7222	Representative Travel	3,275.30	
7303	Board Meetings	1,543.14	
7304	Legislative Expense	706.19	
7307	Video Conference Hosting	1,023.00	
7309	Payroll Processing Service	889.59	
7313	Member Services	392.00	
7327	Public Lands Bill Contract	1,885.00	
7404	Bank Charges	15.00	
7406	Investment Expense	1,849.48	

Nevada Association of Counties
General Ledger Trial Balance
As of Mar 31, 2017

Filter Criteria includes: Report order is by ID. Report is printed in Detail Format.

Account ID	Account Description	Debit Amt	Credit Amt
8000-BLD	Utilities	974.31	
8100-BLD	Maintenance & Repairs	305.00	
8200-BLD	Janitorial Ezpenses	740.00	
	Total:	2,188,837.75	2,188,837.75

Nevada Association of Counties
Budget to Actual Comparison
As of March 31, 2017

Account Description	Budget Amount	YTD	Remaining Budget	This Month Last Year	Difference Between Years
Revenues:					
Associate Memberships	15,750.00	12,750.00	3,000.00	14,250.00	(1,500.00)
Conference Revenue	85,187.00	5,932.50	79,254.50	-	5,932.50
Conference Registration Fees		100.00			
Conference Sponsorship Fees		4,867.50			
Conference Raffle Proceeds					
Conference POWER Reg Fees		900.00			
Conference Golf Proceeds		65.00			
Conference County Contribution					
Conference Registration-Spouse/Guest					
Conference-Other Income					
IAF/Supplemental Funds	70,000.00		70,000.00	30,000.00	(30,000.00)
Interest Income:	17,753.00	3,291.21	14,461.79	4,458.63	(1,167.42)
Interest Income		56.75		54.61	
Investment Revenue - EQ		1,400.02		1,380.79	
Investment Revenue - HQT		1,834.44		3,023.23	
Membership Dues	349,552.00	477,720.00		346,886.00	130,834.00
National Programs	11,000.00	3,584.06	7,415.94	4,179.23	(595.17)
Public Lands Assessment	128,166.00	128,166.00			
Unbudgeted Income:	-	9,805.29	(9,805.29)	10,697.97	(892.68)
Tax Refunds					
Net Investment Income		9,805.29		10,587.97	
Wild Horse Burro Legal Contribution					
Land Management Task Force					
Land Use Summit				110.00	
Grant Admin. Fees					
Miscellaneous Income					
TOTAL Revenues	677,408.00	513,083.06	164,326.94	410,471.83	102,611.23
Expenses:					
Salaries	319,759.00	87,487.11	232,271.89	76,640.00	10,847.11
Benefits:	130,321.00	23,314.17	107,006.83	28,680.73	(5,366.56)
Retirement	89,533.00	13,546.28	75,986.72	14,232.53	
Employee Health Insurance	34,966.00	7,930.42	27,035.58	12,690.37	
Employee Life Insurance	822.00	208.00	614.00	190.00	
ESD, FICA and Medicare Expense	5,000.00	1,629.47	3,370.53	1,567.83	
Audit	8,400.00		8,400.00		-
Bank Charges		15.00	(15.00)	72.01	(57.01)
Board Meetings	4,000.00	1,543.14	2,456.86	682.34	860.80
Building Expenses	24,403.00	2,019.31	22,383.69	2,911.80	(892.49)
Utilities		974.31		1,346.80	
Building Maint. & Repairs		305.00		825.00	
Office Cleaning Service		740.00		740.00	
Property Taxes					

Nevada Association of Counties
Budget to Actual Comparison
As of March 31, 2017

Account Description	Budget Amount	YTD	Remaining Budget	This Month Last Year	Difference Between Years
Conference Expenses	42,353.00	-	42,353.00	-	-
Conference Meals					
Conference Speakers					
Conference Facility					
Conference Hotel					
Conference Entertainment					
Conference Gifts/Prizes					
Conference Printing					
Conference Supplies					
Conference Transportation					
Conference POWER Program					
Conference Other Expenses					
Conference PayPal Fees					
Donations / Sponsorships	1,500.00		1,500.00	-	-
Equipment Maint/Lease	7,522.00	2,282.29	5,239.71	6,294.82	(4,012.53)
Equipment Purchases	4,500.00		4,500.00	209.99	(209.99)
Elected Officials Training Program	1,800.00		1,800.00	-	-
Registration Seminars/Conferences				-	
Legislative Expenses	3,000.00	706.19	2,293.81		706.19
Liability and Auto Insurance	4,200.00	1,200.25	2,999.75	1,148.25	52.00
Member Services		392.00	(392.00)		392.00
Office Supplies	3,500.00	343.94	3,156.06	575.42	(231.48)
PEPB Liability	1,452.00	362.76	1,089.24	361.56	1.20
Postage	575.00	69.71	505.29	120.93	(51.22)
Printing	1,000.00	60.19	939.81		60.19
Professional Services	17,142.00	889.59	16,252.41	3,741.38	(2,851.79)
Professional Fees				3,000.00	
Payroll Processing Service	-	889.59		741.38	
Publications/ Dues / Professional Fees	6,819.00	1,802.00	5,017.00	790.00	1,012.00
Representative Travel	15,000.00	3,275.30	11,724.70	3,486.20	(210.90)
Special Studies	15,000.00		15,000.00		-
Staff Travel	20,000.00	3,346.84	16,653.16	1,072.78	2,274.06
Telephone	13,200.00	3,207.18	9,992.82	2,991.00	216.18
Vehicle Maint/Registration	3,000.00	299.55	2,700.45		299.55
Video-Conference Hosting & Warranty	9,528.00	1,023.00	8,505.00		1,023.00
Website Upgrade			-		-
WIR Dues/Travel	9,991.00		9,991.00	8,256.46	(8,256.46)
Unbudgeted Expenses:	-	3,734.48	(3,734.48)	1,809.55	1,924.93
Interest Expense				15.00	

Nevada Association of Counties
Budget to Actual Comparison
As of March 31, 2017

Account Description	Budget Amount	YTD	Remaining Budget	This Month Last Year	Difference Between Years
Recruiting & Advertising					
Wildlife Support Group					
Wild Horse Burro Legal Services				70.00	
Public Lands Bill Contract		1,885.00			
Public Lands Summit Expense					
Depreciation Expense					
Investment Expense		1,849.48		1,724.55	
Miscellaneous Expense					
TOTAL Expenses	667,965.00	137,374.00	530,591.00	139,845.22	(2,471.22)
Net Income	9,443.00	375,709.06	(366,264.06)	270,626.61	105,082.45
Reserve Income Forward					
Unreserved Fund Balance	43,000.00	-	43,000.00	-	
Transfer From Investments			-	-	
Capital Projects Carried Forward	-	-	-	-	
Equipment & Vehicle Reserve	110,303.00	-	110,303.00	-	
Vacation & Sick Leave Reserve	17,967.00	-	17,967.00	-	
SUBTOTAL	171,270.00	-	171,270.00	-	
Reserve Expenses Forward					
Unreserved Fund Balance	52,443.00	-	52,443.00	-	
Equipment Reserve	110,303.00	-	110,303.00	-	
Vacation / Sick Leave Reserve	17,967.00	-	17,967.00	-	
SUBTOTAL	180,713.00	-	180,713.00	-	
NET INCOME WITH RESERVES	-	375,709.06	(375,707.06)	270,626.61	

Nevada Association of Counties
Income Statement
For the Three Months Ending March 31, 2017

	Current Month		Year to Date	
Revenues				
Investment Revenue - EQ	\$ 663.19	0.71	\$ 1,400.02	0.27
Investment Revenue - HQT	618.63	0.66	1,834.44	0.36
Membership Dues	89,077.00	95.65	477,720.00	93.11
Conference Registration Fees	0.00	0.00	100.00	0.02
Conference Sponsorship Fees	0.00	0.00	4,867.50	0.95
Conference POWER Reg Fees	225.00	0.24	900.00	0.18
Conference Golf Proceeds	0.00	0.00	65.00	0.01
Interest Income	21.05	0.02	56.75	0.01
National Programs	2,417.03	2.60	3,584.06	0.70
Associate Memberships	1,500.00	1.61	12,750.00	2.48
Unrealized Gain/(Loss)-EQINC	(972.99)	(1.04)	9,355.99	1.82
Unrealized Gain/(Loss)-HQTAX	<u>(420.25)</u>	<u>(0.45)</u>	<u>449.30</u>	<u>0.09</u>
 Total Revenues	 <u>93,128.66</u>	 <u>100.00</u>	 <u>513,083.06</u>	 <u>100.00</u>
 Cost of Sales	 <u>0.00</u>	 <u>0.00</u>	 <u>0.00</u>	 <u>0.00</u>
 Total Cost of Sales	 <u>0.00</u>	 <u>0.00</u>	 <u>0.00</u>	 <u>0.00</u>
 Gross Profit	 <u>93,128.66</u>	 <u>100.00</u>	 <u>513,083.06</u>	 <u>100.00</u>
 Expenses				
Salaries	36,895.23	39.62	87,487.11	17.05
Retirement	6,773.14	7.27	13,546.28	2.64
Employee Health Insurance	7,204.18	7.74	7,930.42	1.55
Employee Life Insurance	71.00	0.08	208.00	0.04
FICA and Medicare Expense	484.44	0.52	1,306.60	0.25
ESD Expense	175.31	0.19	322.87	0.06
PEBP Expenses	120.92	0.13	362.76	0.07
Equipment Maint/Lease	533.98	0.57	2,282.29	0.44
Office Supplies	339.63	0.36	343.94	0.07
Telephone	1,846.24	1.98	3,207.18	0.63
Postage	54.81	0.06	69.71	0.01
Liability/Auto Insurance	321.00	0.34	1,200.25	0.23
Vehicle Maint./Registration	69.85	0.08	299.55	0.06
Publications/Subscriptions/Dues	806.00	0.87	1,802.00	0.35
Printing	0.00	0.00	60.19	0.01
Staff Travel	1,411.32	1.52	3,346.84	0.65
Representative Travel	1,263.10	1.36	3,275.30	0.64
Board Meetings	650.89	0.70	1,543.14	0.30
Legislative Expense	406.19	0.44	706.19	0.14
Video Conference Hosting	511.50	0.55	1,023.00	0.20
Payroll Processing Service	347.61	0.37	889.59	0.17
Member Services	0.00	0.00	392.00	0.08
Public Lands Bill Contract	325.00	0.35	1,885.00	0.37
Bank Charges	5.00	0.01	15.00	0.00
Investment Expense	0.00	0.00	1,849.48	0.36
Utilities	380.34	0.41	974.31	0.19

Nevada Association of Counties
Income Statement
For the Three Months Ending March 31, 2017

	Current Month		Year to Date	
Maintenance & Repairs	55.00	0.06	305.00	0.06
Janitorial Expenses	<u>370.00</u>	0.40	<u>740.00</u>	0.14
 Total Expenses	 <u>61,421.68</u>	 65.95	 <u>137,374.00</u>	 26.77
 Net Income	 <u>\$ 31,706.98</u>	 34.05	 <u>\$ 375,709.06</u>	 73.23

Nevada Association of Counties
Balance Sheet
March 31, 2017

ASSETS

Current Assets		
Cash - Bank of America	\$	377,452.11
Cash - NV State Bank		7,472.48
Money Market		110,369.36
PayPal Cash Account		14.26
Investments Cash Equivalents		6,205.38
Investments Cash Equivalents		102,630.60
Accounts Receivable		25,292.00
Rec IAF/Supplemental Fund		30,000.00
Prepaid Expenses		<u>965.44</u>
Total Current Assets		660,401.63
Property and Equipment		
Office Equipment		173,613.00
Building		447,906.18
Land		131,000.00
Building Improvements		90,311.78
Fixed Assets - Vehicle		32,878.25
Accumulated Depreciation		<u>(262,000.75)</u>
Total Property and Equipment		613,708.46
Other Assets		
Investments - RJ Equity		192,929.47
Investments - RJ Securities		287,088.44
DEFERRED OUTFLOWS		<u>35,335.00</u>
Total Other Assets		<u>515,352.91</u>
Total Assets		<u><u>\$ 1,789,463.00</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accrued Payroll Benefits	\$	21,638.74
PERS Pension Liability		436,508.00
DEFERRED INFLOWS		<u>63,107.00</u>
Total Current Liabilities		521,253.74
Long-Term Liabilities		
Total Long-Term Liabilities		<u>0.00</u>
Total Liabilities		521,253.74
Capital		
Retained Earnings		892,500.20
Net Income		<u>375,709.06</u>
Total Capital		<u>1,268,209.26</u>
Total Liabilities & Capital		<u><u>\$ 1,789,463.00</u></u>

RECEIVED
Nevada Assoc Of Counties Account Summary

Closing Value **\$412,096.49**

0001876 04 MB 1 377 04 TR 00021 RACP4T01 000000
NEVADA ASSOC OF COUNTIES (MACO)
EAM HQ/TAX
304 S MINNESOTA ST
CARSON CITY NV 89703-4270046

JDE WOODS II
Raymond James Financial Services, Inc.
RAYMOND JAMES FINANCIAL SVCS, | 1011 C AVENUE | CORONADO, CA 92118 | (619) 435-1893
Raymondjames.com/SanDiego | Joe.Woods@RaymondJames.com

Raymond James Client Services | 800-847-SERV (7378)
Monday - Friday 8 a.m. to 6 p.m. ET
Online Account Access | raymondjames.com/investoraccess

Investment Objectives

Primary: Income with a medium risk tolerance and a time horizon exceeding 10 years.

Activity

	This Statement	Year to Date
Beginning Balance	\$ 289,719.04	\$ 388,330.85
Deposits	\$ 152,195.18	\$ 152,195.18
Income	\$ 508.67	\$ 2,343.11
Withdrawals	\$ (30,000.00)	\$ (130,000.00)
Expenses	\$ (902.87)	\$ (1,798.42)
Change in Value	\$ 576.47	\$ 1,025.77
Ending Balance	\$ 412,096.49	\$ 412,096.49
Purchases	\$ (106,815.46)	\$ (125,759.26)
Sales/Redemptions	\$ 7,663.39	\$ 111,535.25

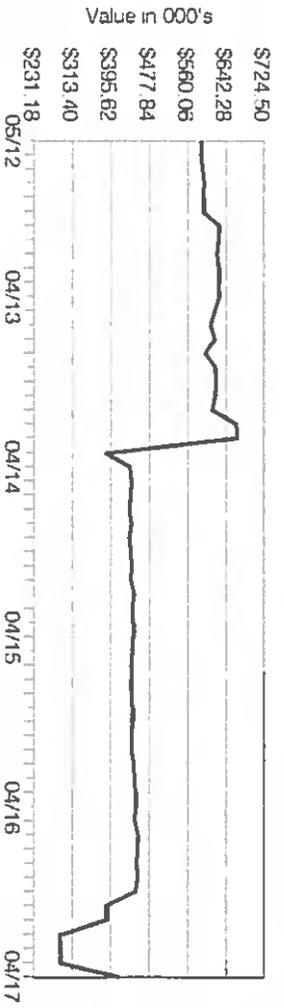
Time-Weighted Performance

See Understanding Your Statement for important information about these calculations.

Performance Inception	YTD	2016	2015
08/26/96	0.59%	0.42%	0.32%

Excludes some limited partnerships, unpriced securities and annuity history prior to the annuity being linked to the account.

Value Over Time



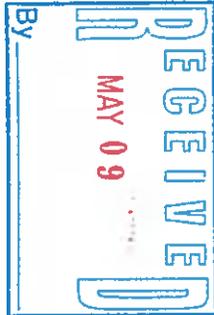
Asset Allocation Analysis



Nevada Assoc Of Counties Account Summary

Closing Value \$177,484.66

NEVADA ASSOC OF COUNTIES (NACO)
EAM EQUINC
304 S MINNESOTA ST
CARSON CITY NV 89703-4270046



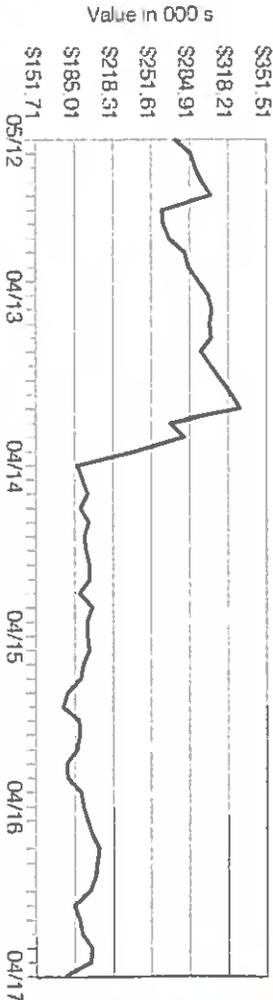
JOE WOODS II
Raymond James Financial Services, Inc.
RAYMOND JAMES FINANCIAL SVCS | 1011 C AVENUE | CORONADO, CA 92118 | (619) 435-1893
Raymondjames.com/SendEgo | Joe.Woods@Raymondjames.com

Raymond James Client Services | 800-847-SERV (7378)
Monday - Friday 8 a.m. to 6 p.m. ET
Online Account Access | raymondjames.com/investoraccess

Investment Objectives

Primary: Growth with a medium risk tolerance and a time horizon exceeding 10 years.

Value Over Time



Activity

	This Statement	Year to Date
Beginning Balance	\$ 199,134.85	\$ 189,332.77
Deposits	\$ 30,000.00	\$ 30,000.00
Income	\$ 427.19	\$ 1,827.21
Withdrawals	\$ (52,195.18)	\$ (52,195.18)
Expenses	\$ (1,013.18)	\$ (1,967.11)
Change in Value	\$ 1,130.98	\$ 10,486.97
Ending Balance	\$ 177,484.66	\$ 177,484.66
Purchases	\$ (29,305.10)	\$ (29,526.87)
Sales/Redemptions	\$ 49,853.00	\$ 51,984.44

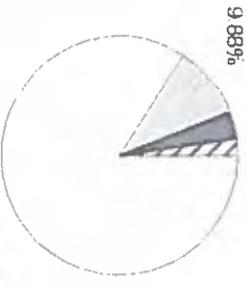
Time-Weighted Performance

See Understanding Your Statement for important information about these calculations

Performance Inception	YTD	2016	2015
08/26/96	5.47%	11.49%	(5.51)%

Excludes some limited partnerships, unpriced securities and annuity history prior to the annuity being linked to the account

Asset Allocation Analysis



Asset Class	Value	Percentage
US Equities	\$ 149,257.01	84.12%
Non-US Equities	\$ 17,549.28	9.89%
Fixed Income	\$ -	-
Real Estate & Tangibles	\$ 6,706.26	3.77%
Alternative Investments	\$ -	-
Non-classified	\$ -	-
Cash & Cash Alternatives	\$ 3,972.11	2.23%



The following links and/or pages are support for agenda
Item 7



THE SEARCH FOR ASSESSMENT AND TAX COLLECTION SOFTWARE

On behalf of the Assessors and Treasurers of the Nevada counties of Carson City, Churchill, Douglas, Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Lyon, Mineral, Nye, Pershing, Storey and White Pine

Fifteen of the seventeen Nevada Assessors and Treasurers currently use a legacy IBM platform based software vendor, Advanced Data Systems (ADS). Additionally, ADS also provides software and support to numerous county offices.

- 14 Clerk's Offices
- 12 Recorder's Offices
- 10 Comptroller/Auditor Offices
- 4 Building Departments
- 3 Planning Departments
- 2 Utility Billing & Collections
- 5 Sheriff's Departments.

On March 12, 2015, Senate Joint Resolution (SJR13) was introduced into the Nevada Legislature. This resolution proposed to change the method currently used by Nevada Assessors to value real property from a replacement cost approach to a market approach. The resolution passed through the Senate on May 26, 2015 and the Assembly on June 1, 2015. The current ADS assessment software does not have the ability to value using the market approach, therefore the Nevada Assessors Association formed an informal committee to research the available options.

We researched the option of continuing the ADS program, with the approval of the owners. What we discovered was that IBM programmers are uncommon, exist mainly in the gaming industry, and that continuing the ADS program may cost more than purchasing a new software program. We then began to look at CAMA providers that could perform the required valuation functions. After being approached by CAMA vendor Tyler Technologies several times, the Committee viewed an introductory software demonstration on June 3, 2015. In November 2016, the committee scheduled an introductory demonstration with another CAMA provider, DEVNET.

On December 2, 2016, the fifteen ADS counties received an email from ADS owners Mark Carter and Sharon Mc Closkey stating that due to Mark's health, they have set a closure date of the company for December 31, 2019. On December 15, 2016, Mark and Sharon hosted conference calls with the Assessor and Treasurer groups to discuss the transition to a new CAMA software. At that time Mark provided a list of essential functions, recommendations and suggested the timeline below.

- January through March 2017 = Vendor research and demonstrations
- April through June 2017 = Contract negotiations
- July 2017 through June 2018 = Vendor development and conversion with ADS assistance
- July through December 2018 = Beta site implementation
- January through December 2019 = Remaining sites implementation

The foremost concerns were how to pay for the replacement software and how to get participation from all fifteen counties and each respective department. The Committee enlisted the assistance of Nevada Association of Counties (NACO) who hosted the initial ADS Software

Retirement workshop on January 25, 2017. Since then, the NACO Board has addressed the topic at its monthly meetings and an oversight committee was formed and has met monthly as well. Our committee also spoke with Dionne Contine, Executive Director of the Nevada Department of Taxation, about any assistance the Department could provide. The Committee also looked into the possibility of receiving State or Federal grants, seeking assistance from the Nevada Legislature, and forming a software consortium in order to purchase the software. Unfortunately, seeking additional funding sources was unsuccessful due to the relatively short timeline and since we did not have any indication of what the project would cost.

In order to find a software vendor that would suit the needs of multiple county offices, we intensified our research and began contacting software vendors that not only offered assessment and tax collection, but offered software for other departments as well. The list of vendors below was narrowed by the lack of modules or required functionality. The top three vendors (DEVNET, Harris Govern, and Tyler Technologies) were selected based on their ability to offer the required assessment/tax functions as well as their ability to offer software for other county offices. We found the larger software vendors have grown by purchasing smaller software companies. These legacy companies generally continue to operate their product as a subsidiary of the larger company that acquired them. Some vendors, such as Thomson Reuters, CAMA provider for Clark and Washoe Counties, would be unable to complete a project of this size in the required timeline.

Vendor Name	CAMA	Tax Collection	Records & Docs	Accounting	Planning	Building	Public Safety	IAAO Partner	Notes
Tyler Technologies	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Intergration with Marshall & Swift, Apex
Devnet	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Intergration with Marshall & Swift, Apex
Harris Govern	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Intergration with Marshall & Swift, Apex
GovPilot	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Form driven architecture & GIS integration. Built in sketching program, NO current integration with Apex or Marshall & Swift
Accele	No	Yes	Yes	Yes	Yes	Yes	No	No	No CAMA - Offer Public works, utilities, & enviro. health
Thomson Reuters	Yes	Yes	Yes	Yes				Yes	Currently rewriting program- Suggested we look at True Automation (Harris
E-Ring, Inc.	Yes	Yes	No	No	Yes	Yes	No	No	Based in Georgia and India. Difficult to contact. East coast based
Helion Software Inc	Oregon	Oregon	Yes	No	No	No	No	No	CAMA & Tax calc is Oregon specific - M&S in commercial
Vision Government Solutions	Yes	Yes	No	AR	No	Yes	No	No	Was told by Patriot that they are rewriting program-Have lost contracts including Maricopa County -
Patriot Properties	Yes	New England	No	No	No	No	No	No	CAMA only-Former Washoe County product
Government Software Assurance	Yes	No	No	No	No	No	No	No	CAMA only - staff of 8 people
Concise	Yes	No	No	No	Yes	Yes	No	No	Virginia specific
Freedom Systems	No	Yes	No	Yes	Yes	Yes	No	No	Municipal Platform

The top three vendors (DEVNET, Harris Govern, and Tyler Technologies) were asked to present live demonstrations for assessment, tax collection, finance, recorder, building and planning.

Vendor Name	Demo Date	Demo Time	Demo Platform	Demo Location	Contact Name
Harris Govern	Thursday, February 09, 2017	9am to 4 pm	Assessor	155 North Taylor Street, Commission Chambers Fallon, NV	Ko Clifton
Harris Govern	Thursday, February 09, 2017	9am to 4 pm	Treasurer (Tax Collection)	155 North Taylor Street, Conference Room Suite #136 Fallon, NV	Ko Clifton
DevNet	Wednesday, March 01, 2017	9am to 4 pm	Assessor	155 North Taylor Street, Commission Chambers Fallon, NV	Jon Cross
DevNet	Thursday, March 02, 2017	9am to 4 pm	Treasurer (Tax Collection)	155 North Taylor Street, Conference Room Suite #102 Fallon, NV	Jon Cross
DevNet	Friday, March 03, 2017	9am to 4 pm	Recorder Planning Building	155 North Taylor Street, Commission Chambers Fallon, NV	Jon Cross
Tyler Technologies	Tuesday, March 07, 2017	9am to 4 pm	Assessor	155 North Taylor Street, Commission Chambers Fallon, NV	Gio Giordano
Tyler Technologies	Wednesday, March 08, 2017	9am to 4 pm	Treasurer (Tax Collection)	155 North Taylor Street, Commission Chambers Fallon, NV	Gio Giordano
Harris Govern	Wednesday, March 08, 2017	9am to 4 pm	Financials (Payroll, & HR)	165 North Ada Street, District Attorney's Office Fallon, NV	Tina Metter-Stuart
Harris Govern	Wednesday, March 08, 2017	9am to 4 pm	Planning Building	155 North Taylor Street, Conference Room Suite #136 Fallon, NV	Tina Metter-Stuart
Harris Govern	Thursday, March 09, 2017	9am to 4 pm	Financials (Comptroller, & Treasurer)	165 North Ada Street, District Attorney's Office Fallon, NV	Tina Metter-Stuart
Tyler Technologies	Tuesday, March 21, 2017	9am to 4 pm	Financials (Comptroller, Treasurer, & HR)	165 North Ada Street, District Attorney's Office Fallon, NV	Kip Winget
Tyler Technologies	Wednesday, March 22, 2017	9am to 12 pm	Planning Building	155 North Taylor Street, Conference Room Suite #136 Fallon, NV	Kip Winget

The goal was to promote the counties to work together in selecting a vendor in order to share costs, experience and knowledge but also for consistency and support as well. The actual savings will be in the sharing of the software development costs. For example, the selected software vendor will develop a Nevada version of their assessment software, the cost of which will be shared amongst the fifteen counties.

We found through our research that many software vendors do not offer a complete software package and many admit that they specialize in one area of software (typically assessment/tax collection or finance) though they may offer other software components. It is essential that the Assessor and the tax collection duties of the Treasurer be on the same software platform. Each vendor we found offers assessment and tax collection as a software package. The accounting duties of the Treasurer and Comptroller, as well as the payroll duties of the Comptroller and Human

Resources should be on the same software platform. Therefore, doing it right the first time might mean choosing two separate software vendors configured to interface where needed. Currently, there is no interface between assessment and finance, and there is a known need to interface the receipting duties of the Treasurer and the departments that collect funds. These issues will be addressed as we work through the process and more specifics are known.

We confirmed with our District Attorneys that software is exempt from the competitive bidding process pursuant to NRS 332.115. Furthermore, we received written notice on March 30, 2017 from Tyler’s corporate attorney that NRS 239.001 prohibits the disclosure of confidential information in a public meeting. NRS 332.025 defines “proprietary information” as confidential business information which is data relating to costs, price, or customers, and trade secrets as defined in NRS 600A.030. The costing data provided by those companies is available for review but will not be made publicly available.

Since we have a relatively short timeline, our goal was to find software that currently meets the majority of our needs with minimal development, maintain our current functionality, but also have room for future growth. The assessment process across the United States essentially follows the same basic principles. Every jurisdiction uses the Three Approaches to Value, most jurisdictions value personal property, calculate abatements, exemptions etc. The main difference from state to state are the laws governing the process and the way these figures are calculated. In order to determine which vendor would meet most of our needs “out of the box”, we asked the software vendors to not just tell us about the software capabilities or that they could configure the system, but to demonstrate the software by showing us how other jurisdictions were using their software. We provided each vendor in advance with a list of functions we felt were essential.

The grids below compare the availability of the current functions of each the three companies based on their demonstrations.

OTHER FUNCTIONS	DevNet	Harris	Tyler
Equalization appeal case management	Standard	Standard	Standard
Workflow module	Development	Standard	Future
Field collection capabilities	Development	Development	Standard
Report writer function	Standard	Standard	**Standard
Internal query tool	Standard	Standard	**Unknown
Administration of multiple tax years as well as the ability to make corrections to prior years	Standard	Standard	Standard
User level security for different tasks within the software	Standard	Standard	Standard
Internet interface including GIS	Standard	Third Party	Standard
Ability to produce and read barcodes on documents	Standard	Standard	Standard
	**Not shown in demo		

VALUATION	DevNet	Harris	Tyler
Cost approach using Marshall & Swift	Standard	Standard	Standard
Ability to use alternative or manually developed	Standard	Standard	Standard
Comparable sales approach including history snapshots, multi-parcel sales, and the ability to code and adjust sales	Standard	Standard	Standard
Income approach including modeling and rent rolls	Standard	Standard	Standard
Tools to assist with the reconciliation of all approaches to value	Standard	Standard	Standard
Land valuation and the ability to inventory characteristics	Standard	Standard	Configuration
Market areas and neighborhoods for land valuation	Standard	Standard	Configuration
Statistical analysis tool within program	Standard	Third Party	Standard
Integration with the Apex sketch program using Marshall & Swift	Standard	Standard	Standard
Parcel splits and parcel ancestry	Standard	Standard	None
Integration with Pictometry	Standard	Standard	Viewer
Parcel maintenance integrated with GIS	Standard	Viewer	Standard
Building permit tracking	w/Module	Standard	w/Module
PERSONAL PROPERTY	DevNet	Harris	Tyler
Valuation and record maintenance of personal property and leasehold interests of land	Standard	Standard	Custom
Relate personal property to real property	Standard	Standard	Standard
Adjustment of personal property valuations of migratory property	Standard	Standard	**Unknown
Application of abatements per item in personal	Standard	Standard	**Unknown
Ability to import and export property lists into personal property	Standard	Standard	Standard
	**Not shown in demo		
EXEMPTIONS	DevNet	Harris	Tyler
Management of personal exemptions used at DMV via web interface or applied to property taxes	Custom	Custom	Custom

The Assessor and Treasurer groups evaluated each software vendor based on product, customer service and training abilities. Customer support and training were important factors, considering the differences in modern CAMA systems and our current software and technology. There will be a learning curve considering our counties have used the ADS software for over thirty years. Our goal was to find a software provider with which we could have a working relationship, similar to the relationship we have with ADS.

On March 16, 2017 at the Nevada Assessors Association spring conference, the thirteen of the fifteen ADS counties had a meeting regarding the software selection project. The group discussed our timeline, the software vendors and their software demonstrations, the software products in regards to the features we felt were important. We had gathered price quotes; but it wasn't until we had seen all three demonstrations that we evaluated the price component during this meeting. There was no debate that DEVNET was the majority favorite before the costs were known.

The products from all three vendors fundamentally perform the same functions, the determining factors where DEVNET prevailed were...

- Impressive business model
- Committed to opening an office in Carson City to offer local support
- Ease of use of the product
- Product layout and overall design
- Product intuitiveness
- Product requires the least amount of development
- Product is customizable enough to meet our current and future needs
- Unlimited customer support and training

On March 24, 2017, the Treasurers met in person and via phone at the GIOA (Government Investment Officers Association) Conference. The group discussed the software demonstrations, reviewed the pricing and voted to continue moving forward with the Assessor group.

To conduct further due diligence, committee members combed the internet for information about each of the companies such as complaints, articles, agendas, and litigation documents. One company in particular, Tyler Technologies, had more negative reports than the other two.

Assessors from the counties of Carson City, Humboldt and Storey visited DEVNET customers the week of March 27, 2017. The trio visited three counties in two states: Jefferson County, Missouri, Madison County, Illinois, and Menard County, Illinois. These onsite visits allowed the Assessors to speak to the staff members and to see the software in use in both the Assessor's and Treasurer's offices. Various questions regarding the software capabilities, the conversion process, changes in work flow and staffing, pros and cons of the software and customer service were asked. The feedback from the Assessors in these counties was mainly positive. There was limited response from the Treasurers in a couple of the counties, due to the fact that one was not in during the visit and the other was fairly new and unable to answer all the questions. Overall, the Assessor trio was encouraged by their findings from the trip.

The Lincoln County Treasurer conducted phone interviews on behalf of the Treasurer's group. The first interview was a phone call to DEVNET's customer service. The representative was relatively new, but handled the questioning well and answered the questions adequately. Two DEVNET clients were also contacted, different from those visited by the Assessors. The newest DEVNET client, Caston County North Carolina, who is not yet live on the DEVNET software,

and Cumberland County, Illinois. Similar questions regarding the software capabilities, the conversion process, and customer service were asked. The feedback from the Treasurers in these counties was very helpful and positive.

On April 20, 2017 Assessors and Treasurers from all 15 counties held a meeting via teleconference and in person in Fallon. We discussed as a group, our vendor selection and the DEVNET customer interviews conducted by the Assessors and Treasurers. Furthermore, we discussed our timeline, the development process, composition of the development teams, and identified which counties would serve as the beta counties.

The Assessor and Treasurers are proud of the fact that essentially thirty elected officials worked together on this project and came to a unanimous decision. The groups leveraged their time, experience and knowledge to evaluate the needs of the fifteen counties. The result is a fiscally responsible decision due to group pricing that will make the software more affordable for all fifteen counties.

MENARD COUNTY ILLINOIS
Jason D. LeMar, Supervisor of Assessments and Staff
(217) 632-4461

Illinois does not have personal property except manufactured homes, which is being phased out. Each County in Illinois is somewhat different in their approach to property taxes. Menard County uses a 33 1/3 assessment ratio.

Prior year's values are used in their ratio study. 17 Counties in Illinois do not have township level government.

Reappraisal in Menard is done every 4 years. The lack of resources have made that difficult. Menard County has around 12,500 parcels in a 1,216 mile area. Population is also about 12,500. The staff in the Assessor's Office consist of the Assessor and two office personnel. The Assessor is the only appraiser.

Menard County starts with a cost approach but must be very close to a market value. If they are within 1% of sales prices, no factor is needed. Otherwise a factor is applied.

Agricultural property is based on productivity and based on soil types. That information comes from the University of Illinois. The values are based on a five-year income approach for the soil types. Farm land was getting a large break but the government is trying to close the gap.

Most Counties in Illinois use the Illinois State manual for valuation. It is basically a market cost approach. So a home of a certain size would have a cost per square foot applied to it and the result was to come within one percent of the market value.

The Department of Revenue wants equity in each jurisdiction but they are not concerned with statewide equity. The manual's base costs are recalculated every couple of years, typically. Although, the last time it was updated was 2012.

Menard went to Devnet in 2002, replacing Manatron. In 2001, everything was converted to Devnet. However, Devnet did not have a full-fledged CAMA until about 3-4 years ago. Menard got everything into the CAMA about 3 years ago, but did not actually convert to the new system, but instead, hand entered it all.

Menard County *did* go through an RFP process. Devnet had a firm grasp on how to integrate data. Other programs they have seen/used are more cumbersome. They believe Devnet is very user friendly and that Devnet's technology was above others at the time.

Devnet enters the cost tables for them.

How many contact people do you have for help? Overall, support is good, but different support personnel have different skill sets and you get used to who is good at what.

The Treasurer came on board the same time as the Assessor. (Tax calculations are actually done by the Clerk.)

Devnet renews exemptions. Homestead exemptions are based on income and are required to be renewed annually.

Exemptions are easy to add.

Menard has abatements that are somewhat similar to Nevada

MADISON COUNTY ILLINOIS
Joseph R. Dauderman, Chief County Assessment Officer
and Staff
(618) 296-4569

- **How long have you been with Devnet?**
11 years. Started with Assessor Administration and added the CAMA in 2012.
- **Who did you use before?**
CLT, a product that was purchased by Tyler. They were with CLT prior to Tyler purchasing it and went with Devnet before Tyler bought it.
- **How easy /difficult was the Devnet system to learn?**
Easy- onsite training was provided.
- **What challenges have you faced so far?**
Conversion was not very good. After the fact support has not been that good. The State of Illinois has a system upon which the program is apparently based and Devnet has not been interested in changing from that system.
- **Do you use Marshall and Swift tables?**
The State of Illinois produces many of the tables and we use the commercial tables from M&S.
- **Do you have user manuals?**
They are available online and we can print them out.
- **Would you say you are more or less efficient since switching to Devnet?**
More efficient
- **Did the program enable you to reduce staff or require you to increase staff?**
We have reduced staff but mainly because of budget cuts, although the workflow is more efficient.
- **When you discover an issue, who do you talk with? A desktop support person? A tech support person directly?**
It depends on the day.
- **Do you have some specifics you have to enter for your office such as tables or depreciation schedules?**
We enter some factor maintenance number, otherwise Devnet enter tables.
- **Do you have exemptions and how do you apply them?**
Yes, we have several. (I don't recall if I didn't get an answer to the second part or got around to asking it...)
- **Do you have any tax abatements?**
Yes, TIFS and a few others.

- **Do you use any third party vendors for anything?**
Marshall and Swift, Apex, Crystal Reports and we have some in-house GIS.
- **Are you required to perform mailing of various forms, bills, etc.?**
Yes, assessment notices.
- **Did you run parallel systems during the conversion process?**
Yes, for several years. The CAMA conversion took about 2 years.
- **Do you perform queries and reports?**
We use Crystal Reports. Are queries easy to do? They are not available.
- **Do you perform sales reports?**
Yes.
- **Do you have a Filed Appraisal System?**
We do not yet, but have encouraged Devnet to do it.
- **How do you update records from reappraisal?**
With this system you can do massive changes by neighborhood, which is most effective for us.

Madison County is on a cost approach with market verification. A multiplier is used to get the cost as close to the market as possible when required.

Madison had 135,000 parcels that were converted. Reappraise once every four years. Factor every year.

The County looked at multiple companies. The Clerk was the instigator for going to a new company. The Assessor was more or less forced to go along. They had CLT with many modification they made that worked very well and they really liked.

They were not entirely happy with the support. They have asked for things they have not received. As we understood it, those things were outside the original contract and Devnet is asking for an additional fee for those development costs and the County has been unwilling to pay for those. They admitted that some of what they asked for was different than everyone else had and believed part of the reason. They believed Devnet spread themselves a little thin in the last 8 years or so. Ultimately, the program works fine and they are able to complete their work.

In speaking with an employee, their indicated no problems with the program. It was easy to learn and use, in their opinion.

In speaking with a couple of department, it appears that a large part of the conversion issues were because Madison County's IT Department wrote the conversion instead of Devnet or CLT. This seemed to contribute to a much less than smooth transition. This could be considered something of a hostile change versus and amicable exchange of information.)

Madison County was the last place we visited. We saw many of the same features here as we saw in other Counties. We did see a few extra components that we had not seen, which were exciting to us. We saw were different people had access to different modules based on their responsibilities. They showed tabs could be arranged any way you want, per person. Alphabetic, workflow, etc. Super users were able make those customizations.

JEFFERSON COUNTY ILLINOIS

Lee Ann Crunk, Supervisor of Assessments and Staff

(618) 244-8016

- **How long have you been with Devnet?**
Since 2012
- **What did you use before?**
Cannot say because of a lawsuit against the company.
- **How easy/difficult has it been to learn?**
We self-taught the real and personal property side to ourselves and found we were easily ready to go by the time we went live.
- **What challenges have you faced so far?**
With the new company, there have not been many difficulties and none that were not overcome. Devnet gave us what we asked for on time every time. The previous vendor spent three years trying to get our personal property working and could not get it to work. The managers at the time tried to give every possible chance for the previous vendor to get it right. When Devnet converted our data (which took about 18 months) it calculated correctly right off the bat.
- **Do you use Marshall and Swift tables?**
Yes, and we also have some modified costs that are specific to our County and Devnet enters those for us.
- **Do you have manuals from Devnet?**
Don't think so. May have but are not sure where they are, but we are working on some for them for the mapping side.
- **Would you say you are more or less efficient since switching to Devnet?**
The system is slower and potentially because of the server being a couple of blocks up the street and the IT Department not being able to find out why it is so slow. However, there is more efficiency because of the improved workflow. Also, far MORE information is available.
- **Did the program enable you to reduce staff or require you to increase staff?**
We went from 40 to 30 people, but partly because of budgets and we could use a few more.
- **When you discover an issue, who do you talk with? A desktop support person? A tech support person directly?**
There have been times when we got a desktop support person, but most of the time we get to speak directly to our technical support person who is always on the ball.
- **Do you have some specifics you have to enter for your office such as tables or depreciation schedules?**
Yes, our modified costs tables are specific to us, but we have Devnet enter them for us.

- **How comprehensive is the personal property system and can you show us some examples?**
We do business personal property, other personal property including boats and vehicles, so pretty comprehensive. We have been really hard on Devnet to produce what we want because of our prior experience.
- **Do you have exemptions and how do you apply them?**
Yes. (We did not get far enough into the conversation to see examples.)
- **Do you have any tax abatements?**
Did not cover topic
- **Are you required to carry different values for different types of properties?**
Modified cost tables for residential improvements- cost approach. Revalue everything every two years.
- **Do you use a third party vendor for anything?**
Integrates with Pictomerty, Marshall and Swift, ESRI and Apex Sketch. We have modified Apex to name specific components that tie to our tables so that once the sketch is complete, the re-costing of all of the improvements are also complete without doing anything but drawing the sketch and naming the components.
- **Are you required to perform mailing of various forms, bills, etc?**
\$40,000 a year is spent on personal property mail outs.
- **Do you perform queries and reports?**
The system has more reports than we need and the ones we need we had them create for us.
- **Are queries easy to do?**
Typically, we have Devnet do the queries. Devnet is working on a query builder.
- **Do you run any type of proforma reports (such as estimates of revenues from taxes)?**
Yes, sort of. Every month items are added to the roll and billed if they were not in existence as of the November billing. Taxes are ALL DUE by December 31 and if not paid, penalties and interest are added. (Their proforma reports are not quite like what we have in Nevada, however.)
- **Do you perform sales reports? Yes.**
- **What kind of data do you enter for:**
 - SFRs: *The detail is not as extensive as Nevada. First floor, Second floor, construction type (Frame, etc.) and crawl space or slab. Outbuildings and fixtures.*
 - Commercial properties: *(We did not go cover commercial properties with Jefferson).*
- **What issues did you have with conversion?**
There were certainly some issues with conversion of personal property, but nothing Devnet could not resolve. With the previous vendor- they were unable to make the personal property work after three years and basically told us- you will have to make what we have given you work. We had a few issues with support but were able to get those resolved as well.
- **How much data did you convert?**
We converted all of the data we had available, which, at the time, was five years.

- **Do you have DIDS and TIFS and were you able to get those to work?**
Yes, on both counts and they were easily programmed.

The have various flags for potential conflicts or problems as well as flags for subdivision particulars such as TIFS and NIDS.

The tax rate fluctuates based on values.

Assessor and Tax Collector went live on the same day. Used to be on an AS400. The 400 was easier and quicker but lacked the robust data available all in one place in the new system.

Jefferson County did NOT have a project manager. They did do an RFP. (Not certain if they did one for the original vendor)

Values are rounded to the nearest 100 on real property and nearest 10 on personal property.

Devnet is good to work with. We now get to work with one tech support person.

Jefferson County currently scans personal property declarations. They are barcoded. If nothing changes, when scanned, the system automatically dates and marks as complete automatically.

The program has a GIS viewer where you can see neighborhoods, parcels, satellite images and has underlying data. (Similar to Portico)

The system keeps a correspondence file of when bills are mailed, etc. There are notes screens for Assessor, Treasurer and the public. You can choose who see which screen(s).

Devnet has "issue tracking" where support personnel pick up the issue and send an email when issue has been resolved to see if it is to customer satisfaction.

Parcel split, combination, etc. is done in the Devnet system which keeps parent/child relationships. They said those were easy to complete. We believe it was Jefferson County that also said you could "undo" those if you made a mistake. It seems they also said the system allows to create a parcel split without assigning a "wasted" a parcel number. (IE Three parcels become two which would typically require those to have new APNs and then if split into four parcels, they would be assigned four new numbers. That original combination would not require APNs to be assigned, just the four new parcels, if you wanted.)

The tax collector has miscellaneous fees that are collected and are not related to property tax, but are through a receipting system that is through Devnet.

(We were unable to see the tax collection files because the Tax Collector was out of town and the staff was unable to sign onto their side from the assessor's office.)

Group training was utilized for the Tax Collector's Office. Someone from Devnet was on site the first two weeks and would provide training anytime it was needed.

Tax Collector files were converted over a holiday weekend with NO PROBLEMS!

**Nevada Treasurers
Software Ranking Grid**

Module Description	<i>Harris</i>		<i>Tyler</i>		<i>DevNet</i>	
	Total Points	Total Ranking	Total Points	Total Ranking	Total Points	Total Ranking
The Tax Collection system includes Tax Bill Processing, Tax Collections, Monthly/Quarterly/ Year End Functions & Reporting.		834		1077		1433
Monthly/Quarterly/ Year End Functions & Reporting.	130		159		206	
Entering Tax Rates	13		27		29	
Set up Special Assessments	21		11		30	
Set up Districts	22		26		29	
Enter/Update Tax Service Codes	23		25		29	
Print Tax Bills or send file to 3rd party vender via email	22		29		30	
Create Tax Status files for Tax Service companies	21		25		29	
Manual Available	8		16		30	
Tax Collections for Secured and Unsecured:	209		283		311	
Allow for entries by multiple users into a single batch	20		26		28	
Payment Entry, Adjustments and Refunds	17		22		26	
Property Search (Multiple Name/Address/parcel/account number)	14		27		29	
Multiple Payment Entry (include Secured & Unsecured combo)	18		25		27	
Printing and Reprinting Receipts	22		28		29	
Amending Tax Bills	21		24		27	
Internet and Online bank payments (text files)	12		25		28	
Process Payment from Tax Service companies (electronically)	22		27		29	
Daily Tax Collection Summary Reports (payments & adjustments)	23		28		29	
Note Screen	25		25		30	
Search Capabilities	15		26		29	
Monthly/Quarterly Functions:	167		188		224	
Property Tax Payment Apportionment (Secured & Unsecured)	21		22		28	
Apply Monthly Interest to delinquencies	21		27		29	
Apply Penalties to late payment	22		23		29	
Bankruptcy/Postponement process	23		26		29	
Letters & Publications	15		22		25	
Multiple Reports	21		27		28	
Queries (create, save and share)	20		14		27	
Import/Export capabilities	24		27		29	

**Nevada Treasurers
Software Ranking Grid**

Module Description	<i>Harris</i>		<i>Tyler</i>		<i>DevNet</i>	
	Total Points	Total Ranking	Total Points	Total Ranking	Total Points	Total Ranking
Year End Functions:	84		111		133	
Delinquent Tax Letters and Reports	15		22		28	
Tax Deed Listings & Reports	15		21		24	
Tax Sale	18		22		25	
Apply miscellaneous costs (i.e.. publication/title search, etc.)	19		25		29	
Queries (create, save and share)	17		21		27	
Miscellaneous:	89		143		221	
Custom State Reporting for Tax Collection (Dept. of Taxation)	8		14		23	
Create Revenue Projections based on proposed tax rates	1		5		23	
Bankruptcy/Postponement process	12		16		29	
Tax Year Maintenance	19		22		29	
Tax Roll	21		26		29	
Tax Collection system integrates with CAMA system	15		25		30	
Track Legislative changes	1		7		29	
User Level Securities	12		28		29	
Public Access:	58		79		113	
Search by parcel identification, owner name and property address	14		22		30	
Ability for the public to print search results from the internet public access portal	14		19		29	
Pay Property Taxes on line by integrating with Third party c/c company	10		15		29	
Public access portal to be viewed on various browsers (i.e.. Chrome, Firefox, IE, Safari, etc.)	20		23		25	
Vender:	97		114		225	
Customer Service/Local support staff	6		15		30	
Customer Service/IT Support for County's	8		5		29	
Product Design/Ease of working in software application	10		17		26	
Demo/Vender could show examples each time	6		11		25	
Demo/Vender's product knowledge and ease	9		16		27	
Server Based Product	18		20		20	
Hosted Product	3		14		14	
Training	20		15		29	
Can Vender meet the deadline?	17		1		25	

TREASURERS

Jefferson County, MO, Menard County IL, Madison County, IL

We attempted to talk with Treasurers from all three counties (Jefferson County, MO, Menard County IL, Madison County, IL) but found very limited help there. Menard County, the Clerk and Treasurer were not able to help much as they were not very familiar with the program that well. Staff did most of the work... We spoke with the Jefferson County Treasurer's staff as the Treasurer ended up having to be out of town. They liked the program and had no complaints but were not involved enough in the transition to have much input on how it went and any issues there were. Madison County had a brand new Treasurer but some staff was there from when the conversion took place. Much of the conversion was handled, however, by the IT Department and the Clerk.

In response to some of the questions we asked, here is what they had to say:

- **How was the conversion?**
(Madison) It was a little painful. With payments, there was a small balancing issue at first. Probably took a couple of years to convert.
- **Do you collect fees separate from property tax?**
(Menard) No. (Jefferson) Yes-they collect fees outside of taxes and they are handled through Devnet.
- **How easy is it to apportion taxes collected?**
It is done in the system, so it is easy.
- **Do you send any tax bills through a third party or are they done in-house?**
They use a third party for MHs and some other bills.
- **What problems have you experienced?**
Problems were sent to the IT Department to deal with and the IT Department had Devnet do whatever was needed.
- **Did you experience an increase or decrease in staff?**
About the same. The window takes longer but the online payments cuts down on staff time. It appears there was additional tie on the front end required, but the back end made up for it.
- **Did you have a change in work flow?**
The work flow is now entirely different, but it is fine.
- **How was the training?**
Devnet provided good training. Someone from Devnet was there consistently for the first two weeks. Anytime we needed training, they would come.
- **How is billing accomplished and what is the payment schedule?**
(Jefferson County) Taxes historically were billed one time and are all due at once (no quarterly installments.) Bills went out in November and payments had to be made by December 31 or penalties and interest were applied. (Madison County) They were the first to get Devnet to create a quarterly billing system and it took a bit to get it complete but it works well now.

- **How long did it take to convert to the system information to Devnet?**
(Jefferson) It was done over a weekend with no problems...
- **How has support been?**
Any bugs that were found have been worked out.
- **Do you scan tax bills?**
(Jefferson) Yes. The scanner checks the scan and any notes pop up, such as delinquencies.

Upcoming Devnet Client Questions
Caston County, NC
Jimmie Tanner, Tax Director
704-810-5840

- **What is the size of your county?**
*They are the 6th largest county in North Carolina. They have 104,000 parcels.
The Tax Director is responsible for all the assessing and tax collection along with other duties.*
- **What system are you moving from?**
*Cox and Company One Tax (AS400 System)
He has also used a Tyler product at a previous time. He considered going with Tyler but ended up liking Devnet better.*
- **What process are you at with the JAD sessions?**
They have recently finished the JAD sessions and are beginning the implementation stage. Devnet is putting icons on their computer.
- **How would you rate your experience with the JAD process?**
*Everything went smooth and although he was a little apprehensive prior to the first session, all his worries were alleviated after that first session and he couldn't stop talking about how smooth the process has gone. During the JAD sessions, they would show you what you wanted and then offer other suggestions as to how to make it better and/or easier.
They came 2-3 days a week and started with a rough draft. He said Devnet spent a tremendous amount of time and effort before the JAD sessions to be prepared, which made the sessions easier.*
- **Nevada has a very complicated system, do you feel Devnet will be able to handle all the different idiosyncrasies that we have in our state?**
He believes North Carolina has an extremely complicated tax system with lots of exclusions, exemptions, deferred programs, etc. Devnet has lots of experience and expertise in property taxes and worked through setting up their county. This is the first county in NC that Devnet has as a client (Union County has since signed a contract with them), so the whole system had to be programed from the ground up. He was impressed with their knowledge and understanding of the intricacies of property tax both in the assessing and collection. After lots of discussions, they brought back a model that showed they had a handle on the tax complexities. He feels NC has lots of collection remedies that most states don't have. So although Nevada feels it is complicated, he feels they are even more complicated.
- **Another concern is how does Devnet keep with their deadlines?**
All deadlines were met when it came to Devnet's responsibilities. They only thing that slowed down the process what when Caston County was too busy to meet their deadlines. He said it always came down to Devnet waiting on Caston County. If he could have been more responsive, the project would have gone even faster. He believed the JAD process took about 4-5 months. He believes all our critical deadlines will be met as long as Nevada can provide our part in a timely manner.
- **Will you be using Wedge? Any words of advice in setting this up?**
Yes, they also have been involved in designing that product. He loves the online product and it was pretty easy to set up in the JAD sessions. Mostly it is how you want it to look and work.

- **Anything else you would like to offer regarding Devnet?**

He couldn't stop talking about how personable they were and how much pride they take in their product. He has worked with other software programs and been involved in transitions and this has been the easiest one yet. He is very satisfied with his decision to go with Devnet and couldn't think of one negative thing to say about the process that he has gone through so far.

Note: This is not a county that was sent as a reference from Devnet directly. They happened to mention that this was a county they were working with currently and I decided to call them without the advanced knowledge of Devnet. I get leery of only talking to people the company recommends because they will only recommend people who are satisfied. With that stated, Jimmie at Caston County, NC only had positive things to say and said it has been the easiest project he has ever done.

04/19/17 Compiled by Shawn Frehner, Lincoln County Treasurer

Devnet Existing Customer Questions
Cumberland County, Illinois
JoEllen Flood, Treasurer
217-849-2321

- **How long has your county been live with Devnet?**
Approx. 2006
- **Were you involved in the JAD (Joint Application Development) process of setting up your software?**
No, she was in the Clerk's office during this process. Although she wasn't there when they went live, she doesn't remember any complaints.
- **In your opinion, what are the Pro's with the Devnet software?**
Very user friendly, no complaints on the Treasurers side
- **What are the Con's?**
Only problem she is aware of is the way the assessors have to do parcel splits
- **Is there anything you wish was different on how the program works?**
No
- **Do you have any other software programs that you have to upload/download information to?**
They don't integrate with any other programs (financial programs). They handle things differently.
- **Are you aware of any contract issues that your county has experienced with Devnet?**
Nothing known to her
- **How difficult/easy is the initial training?**
Seamless on training. Although there isn't continual training, it isn't needed because the program is easy to run and works smoothly.
- **How is their customer service?**
She loves their customer service support.
 - **Response time**
Normally they respond right away.
 - **Ability to resolve problems quickly**
 - **Asked about a recent problem they have called customer service about.**
They just started using the Wedge program (website), their mobile homes didn't show payment history, they called to get this issue fixed. Although she hasn't had a resolution on this issue, she said it wasn't critical so she was fine.
- **Is there anything you wish the program would do that it doesn't do now?**
Nothing comes to mind

- **Any words of advice to a new county just starting with Devnet?**

½ of the state of Illinois is using Devnet and the others would like to switch over.

They are using CIC for their financial

Manatron is the prior program (no longer in business)

She would welcome us if we want to do a site visit, just call her in advance.

04/18/17 Compiled by Shawn Frehner, Lincoln County Treasurer

Devnet Customer Service

1-866-4DEVNET

I called customer service to see how they would respond to a random person calling and asking questions. I spoke with Katherine, who has been with Devnet for 7 months and considers herself “new” at Devnet.

- **How many people are there in customer service?**
There are 6 people in the customer service department.
- **Will I always have my calls answered by a customer service representative?**
There are times, if we are busy that it may go to voice mail. If that happens, we receive a message on our computers and the first person available will return your call.
- **How long could I have to wait for a return call?**
Most call are returned fairly quickly but she said it could be up to a 2 hour return call time.
- **If I were to have a problem right now, would you be able to handle it?**
Depending on what was the problem, Katherine would be able to resolve the issue but since she is new there are other problems she would need to ask for further assistance about.
- **How would that work if you couldn't resolve my issue?**
First, she would ask another customer service representative if they knew how to resolve it (if they were not on the phone), if they could not figure it out in a timely manner, she would call me back.
- **Could I request a specific customer service representative to help me?**
Yes, but it might take longer because they are helping other customers. If another customer service representative had helped me on an issue related to this second call, they would take a message and have them call me back. If this is a new issue, she suggested having whomever answered the phone help because it might be something they can solve for your quickly.

She also let me know that if I would like to talk to her supervisors...

Jim Sager is the Manager

Bandon McFerson is the New Client Manager

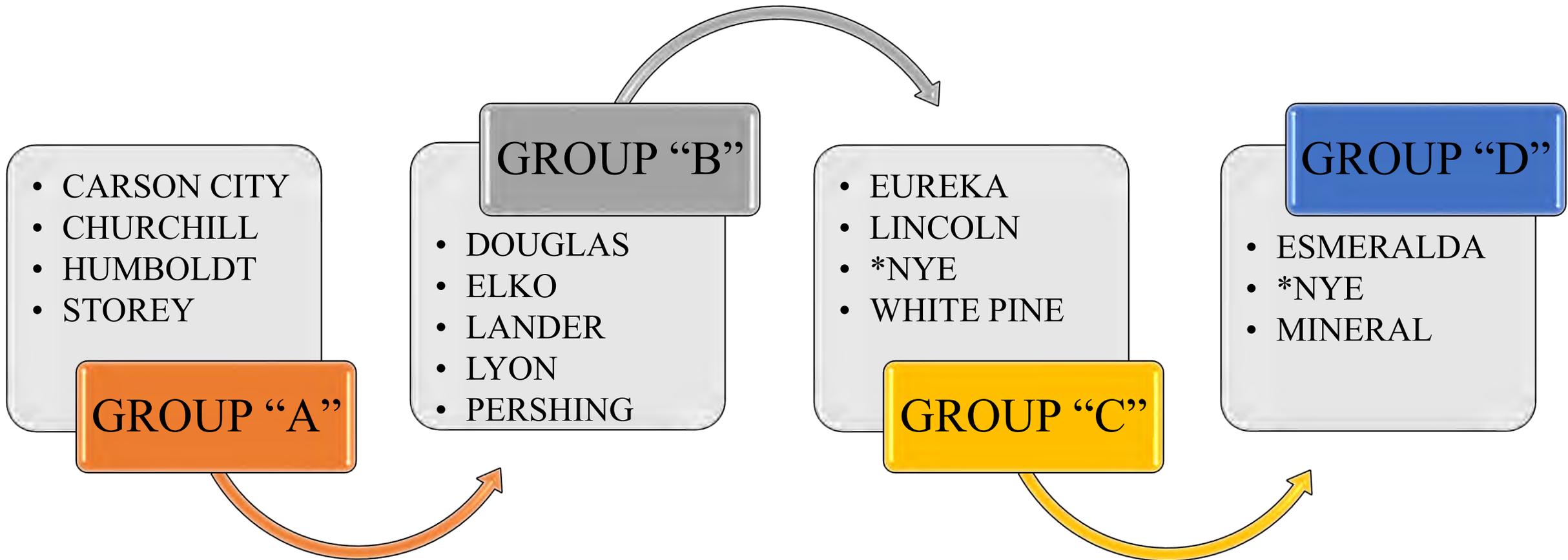
She was very nice and although I think I made her nervous with a call that was more “business practice” related and not “resolving a problem”, she handled herself very well and answered all my questions to my satisfaction.

03/31/17 Compiled by Shawn Frehner, Lincoln County Treasurer

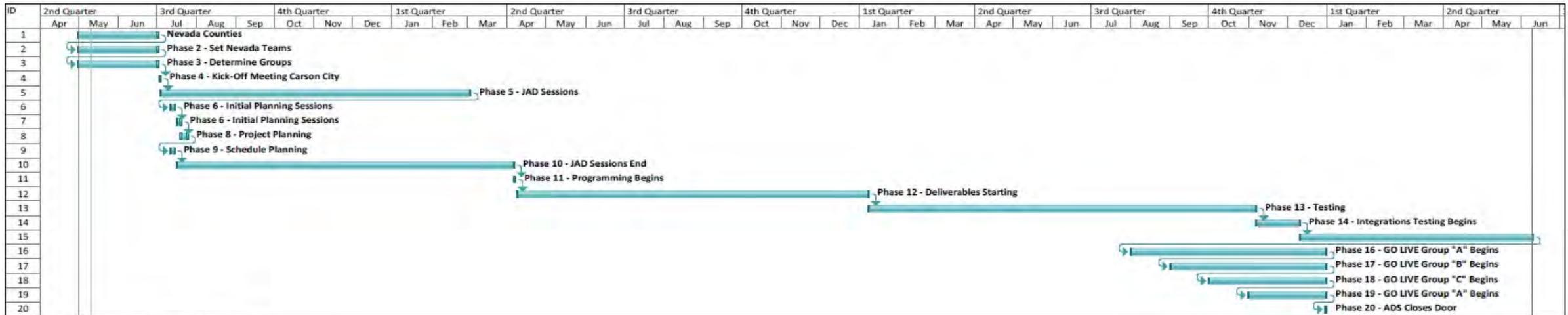
NEVADA COUNTY PROJECT TIMELINE

Source: <http://www.devnetinc.com/timeline/>



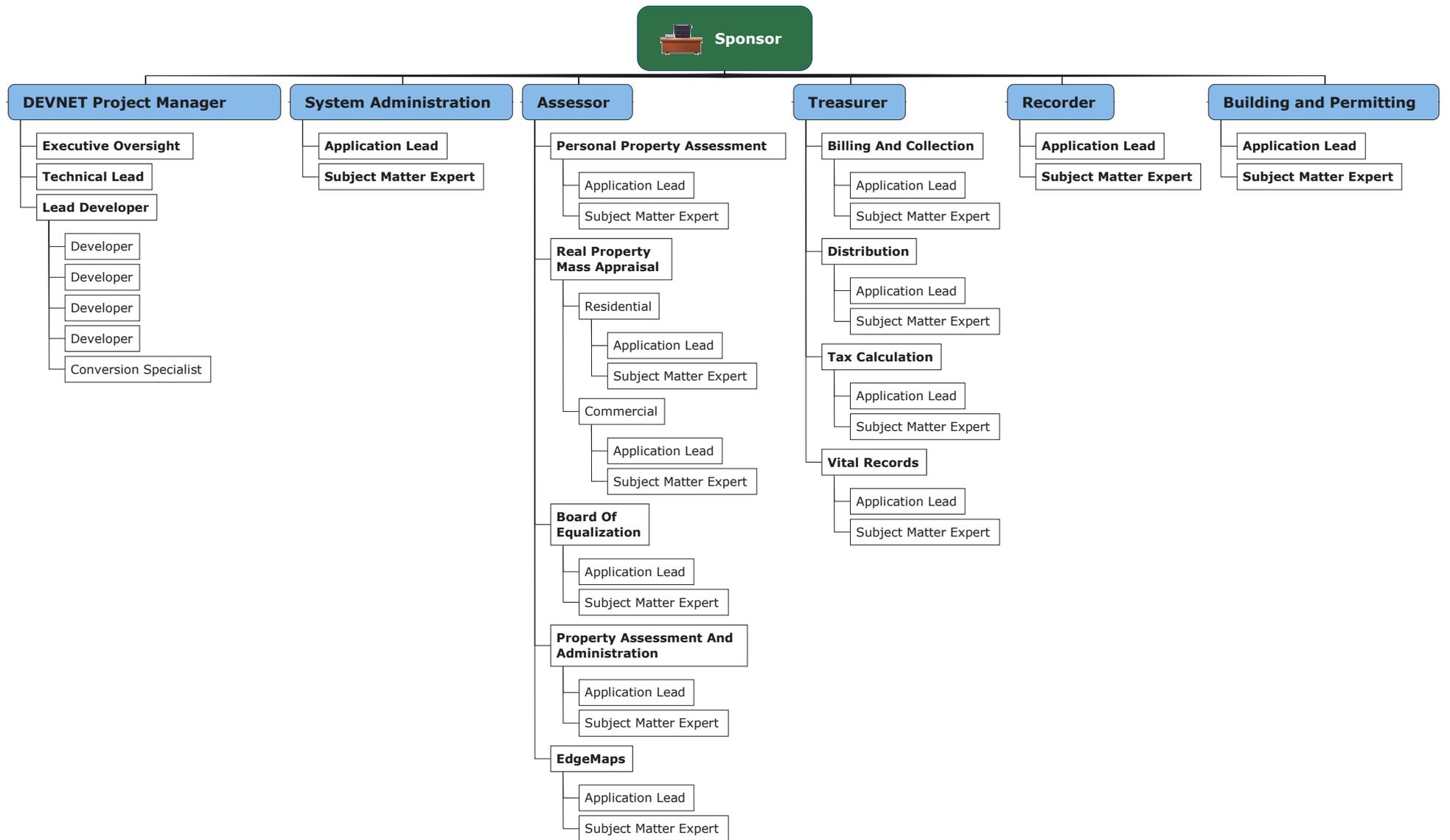


Source: <http://www.devnetinc.com/timeline/>



- Phase 1 - Contract Negotiation
- Phase 2 - Set Nevada Teams
- Phase 3 - Determine Groups
- Phase 4 - Kick-Off Meeting Carson City
- Phase 5 - JAD Sessions
- Phase 6 - Initial Planning Sessions
- Phase 6 - Initial Planning Sessions
- Phase 8 - Project Planning
- Phase 9 - Schedule Planning
- Phase 10 - JAD Sessions End
- Phase 11 - Programming Begins
- Phase 12 - Deliverables Starting
- Phase 13 - Testing
- Phase 14 - Integrations Testing Begins
- Phase 15 - GO LIVE Begins
- Phase 16 - GO LIVE Group "A" Begins
- Phase 17 - GO LIVE Group "B" Begins
- Phase 18 - GO LIVE Group "C" Begins
- Phase 19 - GO LIVE Group "D" Begins
- Phase 20 - ADS Closes Door

Project: Nevada Project Version 1 Date: Thu 5/11/17	Task		Summary		External Milestone		Inactive Summary		Manual Summary Rollup		Finish-only		Manual Progress
	Split		Project Summary		Inactive Task		Manual Task		Manual Summary		Deadline		
	Milestone		External Tasks		Inactive Milestone		Duration-only		Start-only		Progress		



The Rural Nevada Counties Assessor & Treasurer Software Project Scope

Software Requirements Preferences

- Firms with over 20 Years' experience
- Microsoft SQL Server technology
- All – Inclusive pricing , training and support
- No charge updates & intuitive upgrades
- Integrated e-government solution including e-government with online collection
- Firms that provide printing & mailing services
- Firms that provide hardware sales & support
- Firms with community based offices
- Firms that follow Joint Application Development methodologies

Property and Assessment Administration

- Variable length parcel identification numbers
- Variable character parcel identification numbers
- Fractional Assessment Value (assessed value = 35% of taxable/market)
- Parcel Transfer system (splits, combination and sale entry)
- Exemption Processing (Real Property, Personal Property, State Veterans Homes)
- Integration of Exemptions with Nevada DMV
- Document Imaging system
- Tax Abatements
- Special Assessment Maintenance (NHIDS, LMD, Water basins, etc.)
- Customized Notifications (OOC, Rental Affidavits, Exemptions)
- Customized Publications (Top ten taxpayers)
- State Required Reporting (segregation, Statistical Analysis, sub districts totals, log entry changes,
- Query Builder
- Reporting
- Redevelopment Districts (TIFS)-Must be able to calculate on individual parcel basis, as well as district wide (%)
- History of Ownership, parcel genealogy and Recorded Documents
- Track Address changes
- Track all correspondence sent out
- Mass data entry and import/export ability
- Ability to build/print a property record card
- Process online declarations from taxpayers

Computer Assisted Mass Appraisal (CAMA)

- Replacement cost module for residential, agricultural, commercial and industrial structures
- Cost table maintenance (preferably with import capabilities)
- Sales maintenance including snapshot of parcel characteristics at time of sale
- APEX sketch tool integration (preferably with Marshall & Swift cost integration)
- Marshall & Swift integration
- Sales ratio study module
- Land appraisal module
- Multiple regression analysis
- Comparable property analysis
- Map tab
- Public internet accessible information including GIS and map information
- Administrative and user level security
- Ability to make corrections or changes to prior years (due to BOE decisions)
- Photograph and document management
- GIS Integration
- Ability to apply factors
- Ability to apply and report obsolescence
- Agricultural values, deferments (seven year deferment calculations)
- Historic Deferment (seven year deferment calculations)
- Re-cost all improvements years. (include those parcels that have minor improvements)
- Ability to integrate or import building permit information
- Ability to add notes to a record and share them with the Treasurer
- Field appraisal capabilities

Unsecured (possessory interest, supplemental) and Personal Property Processing

- Maintenance of unsecured and personal property accounts (Aircraft, Commercial Business, Commercial Offices, Farm Equipment, Mobile Homes, Porta Hangar, Supplemental, Telecommunication, Possessory Interest)
- Secured and Unsecured property maintenance
- Calculation of unsecured property taxes
- Billing of unsecured property taxes
- Amendments (Elko County)-helps with month end balancing.
- Collection of unsecured property taxes
- Distribution of unsecured property taxes
- Reporting of unsecured property taxes
- State reporting of unsecured property taxes
- Personal Property online declaration processing
- Be able to import/export items from excel spreadsheet
- Collection and Seizure notices

*Listing of software requirements is a working document and will be until the contract is finalized

Property Tax Calculation

- Tax rate entry
- Tax cap calculations
- Tax district maintenance
- State reporting
- Parcel maintenance
- Notices and reporting
- Recapture

Property Tax Collection & Distribution

- Tax billing (ability to add penalties and interest and amend tax bills)
- In-house tax bill printing OR file export to 3rd party printer
- Tax collection and distribution
- Tax Payment Authority file collection (text file collections)
- Internet/Online collection ability
- Automated Clearing House Collection
- On demand tax bill printing (re-print)
- Daily collection summary reporting
- Collector functions for corrections/amended tax bills
- Delinquent notices
- Tax sale processing
- Forfeiture maintenance
- Penalty & Interest application process
- Custom notices
- Custom publications
- Estimated tax calculation & revenue projections
- State reporting
- Reporting

Delinquent Tax Processing

- Tax sale maintenance and processing
- Forfeiture maintenance
- Redemption processing
- Bankruptcy handling
- Reporting
- Contract Negotiation Points
- Timelines and penalties

Joint Application Design/Development

[Mei C. Yatco](#)

[System Analysis, Fall 1999](#)
[Management Information Systems \(MIS\) Program](#)
[School of Business Administration](#)
[University of Missouri-St. Louis](#)

[Introduction](#) | [Origin](#) | [Evolution](#) | [Other Names](#) | [Basic Components of a JAD session](#) | [Guidelines for Successful JAD](#) | [Benefits](#) | [Automated JAD \(AJAD\)](#) | [Conclusion](#) | [References](#)

Introduction

Information System Development (or even the broader Information Technology field) is a relatively new discipline compare to matured disciplines like mathematics, physics or philosophy. It is difficult to find an agreed-upon definition on even a widely used term such as JAD. It can mean different things to different people, and it's constantly evolving. In this article, I will discuss and compare different definition hence different applications of JAD. I will summarize the basic components and benefits of JAD, and guidelines to conduct JAD sessions. I will lastly discuss the new issue with JAD—automation.

Origin

Joint Application Design (JAD) was developed by Chuck Morris of IBM Raleigh and Tony Crawford of IBM Toronto in the late 1970's. In 1980 Crawford and Morris taught JAD in Toronto and Crawford led several workshops to prove the concept. The results were encouraging and JAD became a well accepted approach in many companies. In time, JAD developed and gained general approval in the data processing industry. Crawford defines JAD as an interactive systems design concept involving discussion groups in a workshop setting. Originally, JAD was designed to bring system developers and users of varying backgrounds and opinions together in a productive and creative environment. The meetings were a way of obtaining quality requirements and specifications. The structured approach provides a good alternative to traditional serial interviews by system analysts.[\[1, 2\]](#)

Evolution

As JAD attained popularity in the 80's, people start to use the term to describe different things. Sometimes just one aspect of JAD was explored and the usage of it expanded, but it is still called JAD. For example, in the 80's, group facilitation and workshop techniques were also gaining momentum. Some dealt specifically brainstorming session with blank flip charts, large Post-it notes and placement exercises were called JAD.¹with "storming, norming and forming" aspects of group dynamics and evolved into conflict management, brainstorming sessions and motivational meetings. These unstructured [\[1\]](#)

In more technical workshops, people focused on computer analysis and applied sophisticated tools in the process of gathering business requirements. These evolved as CASE tools developed

into Rapid Application Development and other Development Methodology driven techniques. Sometimes, these CASE technology workshops were also claimed as JAD.[1]

Valiant Information Systems, a software development corporation, uses Joint Requirements Planning (JRP) to obtain requirements definitions and JAD to just define the user and application interfaces for a specific component of the project.[3] Kitty Hung also records the combination usage of JRP and JAD in her research work.[4]

As the popularity of JAD grows, its usage expands to functions other than the requirement gathering in the system development life cycle(SDLC). It is now used in all phases of SDLC and is defined as a system development method. University of Texas at Austin's Information Services defines JAD as "a management process which helps IS work effectively with users to develop information technology solutions that really work." It specifically defines the scope of JAD to cover the complete development life cycle of a system.[5] John Botkin of Public Service Company of Colorado suggests using JAD as one of the tools through out the system development process to keep the users involved all the time.[6]

As we can see, JAD was originally designed to address information system development. A JAD session usually involves some aspects of system design, or, at least, development. But now, the use of JAD techniques has expanded to handle a broader range of challenges. In recent years, it has become a joint venture among any people who need to make decisions affecting multiple areas of an organization – it is used even in non-IT related projects. In this case, JAD is defined as a structured workshop where people come together to plan projects, design systems, or make business decisions (whether IT related or not).[7] Today, JAD is commonly used for strategic business planning, strategic IS plans, IS architecture definition, re-engineering business processes, detailed system design, process and data modeling, and project management.[8] This might be the broadest application of JAD so far.

The definition is also expanding on another aspect of JAD -- the location of the session. In the earlier days, definition of JAD includes bring users and developers together in a same physical location[9]. But today, JAD is expanding to include facilitated virtual meetings too. So activities conducted with members located at remote sites using package software and method of computer-supported cooperative work (CSCW) can be called JAD too.[10] Even the physical location is no longer a limit of JAD. People might wonder, where is the end of this, what else will come up and be called JAD?

Basically, people would refer to almost any kind of meeting as a JAD. Eventually the differences became clearer as each adopted a brand name indicating the preferred technique and a following of practitioners. Examples emerged in 4RAM, Forum, Focus, Fusion, Wisdom, Breakthrough, The Method, RAD, JID, JIT, JED, BPR to name a few. Crawford differentiates his approach as Classic JAD. [1]

To add to the confusion, JAD is considered different thing among different people in relation to RAD(Rapid Application Development). Some defines JAD as a requirement gathering tool to be used in conjunction with RAD to compensate for the lack of requirement analysis of RAD, as advocated by Dan Kara in his article "Get It Right The First Time" written for the *software* magazine.[11] But Ralphs Grocery Co.'s Information Services VP Russ Robinson considered JAD as one phase of RAD that draw the user into the development process.[12] Yet other times, it is defined as an implementation of RAD, as in IT_Analysis.com's web glossary.[13]

Most of the time, however, JAD was used the way originally defined by IBM. Our text book adopted this view of JAD.[14] It is defined as a technique for developing business systems requirements by practitioners like Joy Matthews [15] and OSMC Consulting Services.[16] Dan Kara defines the goal of JAD as to quickly build a consensus regarding business requirements and solution options, and then identify and document the requirements.[11] The OASIS project of the Administrative Systems Renewal Program of the University of Alberta also defines JAD as "a multi-day workshop and is a joint venture between the OASIS project team and end users to analyze and design the requirements for implementing information systems." [17]

Other Names

As the use of JAD expands from the requirement gathering to other phases of system development life cycle, many people now refer to JAD as *Joint Application Development*. Some of them stick to the original definition of Joint Application Design and still primarily use it as system requirement gathering technique, as did Alan Cline from Carolla Development, Inc.[18] Others like John Botkin and practitioners at Barr Information Technology Services adopted the broader definition of JAD as system development method used through out the system development life cycle.[6,19]

JAD sessions, whether for Joint Application Design or Joint Application Development, have many other names, include: Accelerated Design, Facilitated Meetings, Facilitated Sessions, Facilitated Team Techniques, Facilitated Work Sessions, Group Design, Interactive Design, Interactive JAD, Joint Sessions and User Centered Design.[7] Walter Moeller, a senior consultant with Principle Partners, Inc., calls it Facilitated Information Gathering Session.[20]

Basic Components of a JAD session

Despite the different definitions and names for JAD, there is one thing common among them -- the facilitated session. JAD is either defined as such a session itself, or contains such a session. The basic components of a JAD session is listed below[6, 20, 21]:

Executive Sponsor: The executive who charters the project, the system owner. They must be high enough in the organization to be able to make decisions and provide the necessary resources and support for the project. They might attend the opening and closing session.

PROJECT LEADER/manager: Generally the leader of the application development team answers questions about the project regarding scope, time, coordination issues and resources. They may contribute to the sessions as long as they do not inhibit the participants.

FACILITATOR/SESSION LEADER: Chairs the meeting and directs traffic by keeping the group on the meeting agenda. The facilitator is responsible for identifying those issues that can be solved as part of the meeting and those which need to be assigned at the end of the meeting for follow-up investigation and resolution. The facilitator serves the participants and does not contribute information to the meeting.

SCRIBE/MODELER/Recorder/Documentation Expert: Records and publish the proceedings of the meeting and does not contribute information to the meeting.

PARTICIPANTS: Customers in the business area directly or indirectly being affected by this project, who are experts in their field and can make decisions about their work. They are the source of the input to the session.

OBSERVERS: Generally members of the application development team assigned to the project. They are to sit behind the participants and are to silently observe the proceedings.

Besides people listed above, each JAD session has well-defined objectives,[\[6\]](#) detailed agenda and guidelines, visual aids, and a final document containing all the decisions made by the group.[\[22\]](#)

Guidelines for Successful JAD

Researchers and practitioners not only recognize a similar list of JAD components, their lists of guidelines for successful JAD sessions have many commonality too. Not all JADs are successful, some are even disastrous.[\[23\]](#) These guidelines are based on research results and personal experiences and are given to avoid failures. They represent the critical success factors and they are to be followed carefully. These guidelines are summarized below:

- Use experienced and skilled facilitators[\[6, 9, 20\]](#)
- Get Executive Sponsor's commitment and support[\[7, 9, 24\]](#)
- Get the right people to participate, predefine their roles and responsibilities[\[6, 7, 9, 20\]](#)
- Set clear defined, well understood and obtainable goals or objectives[\[6, 20\]](#)
- Plan detailed agenda and stick with it[\[20\]](#)
- Define deliverables clearly in advance[\[20\]](#)
- Keep Technical Jargon to a Minimum[\[7\]](#)
- Produce Final Document Quickly[\[7\]](#)

After all, the most important thing for a project is to use a skilled facilitator. The most important thing for a facilitator is to do a good preparation. That's why in Jane Wood and Denise Silver's second edition *Joint Application Development*, three out of five defined phases of JAD sessions are pre-session activities.[\[25\]](#) These five phases are:

1. JAD project definition
2. Research on user requirement
3. Preparation for the JAD session
4. Conducting and facilitating the JAD session itself, and
5. Predicting and obtaining approval of the final document that incorporates all decisions made.

If these 5 phrases are all carried out well, the JAD will be successful. Not one of them should be omitted.

Benefits

If the above guidelines are followed closely, chances are, the JAD will be successful. A successful JAD session should provide these benefits:

Reduced system development time. In JAD, information can be obtained and validated in a shorter time frame by involving all participants (or at least a representative set of participants) who have a stake in the outcome of the session. [20] JAD eliminates process delays and has been shown to reduce application development time between 20% to 50%. [18,26]

Improved system quality and productivity. Much of the system's quality depends on the requirements gathered. JAD involves users in the development life cycle, lets users define their requirements, thus ensures that the system developed satisfies the actual activities of the business. [7, 27] JAD is quoted the best method for collecting requirements from the users, customers, or customer advocates.

Reduced system cost. Much of the system development cost is in terms of man-hours of both system developers and business users involved. Reduced development time reduces the labor cost for developers, as well as users. Important process like requirement gathering requires the involvement and commitment of business area experts. The cost of taking them away from their daily operation is very high. JAD can reduce the involvement time of these business experts and hence reduce the cost further. Cost is also reduced by catching errors, misunderstandings and mistakes early in the development phase. Studies have found that a majority of system errors result from early analysis errors, and the earlier these errors are corrected, the much less they will cost. [28] The JAD sessions let designers and users work together in the very early of the development cycle, defining the scope, requirements of projects, resolving conflicts among different user groups. It put much efforts early in the life cycle in order to improve the quality and increase productivity and to reduce cost.

Enhanced communication and relationship between business end-users and IT personnel. [20]

Cultivate ownership, easier acceptance (buy-in) and stronger commitment by users. [8] The involvement of business end-users is no longer on advisory or consultation spectrum. It is the participation and contribution in the project development life-cycle. The more users contribute to the system, the easier for them to accept it and commit to it.

Reduced function creep. It was cited by Gary Anthes to be one of the best ways to reduce function creep, most of which results from poor initial requirements. [29]

Enhanced education for participants and observers. [20] By participating in JAD and be the medium between other users and IT, the business end-users will be kept fully informed about the progress of the system development. [3]

Under the trends of emphasis on group work, quality and productivity, and attention shift from technology to business, the most frequently cited success indicators for applications were: timely delivery, achievement of business objectives, and building positive communications and relationships with customers. In the meantime, people are expecting higher productivity. Conducted properly, JAD can improvement all of these areas, and contribute greatly to development of a successful system.

Automated JAD (AJAD)

Use of JAD is usually coupled with use of computer aided software engineering(CASE) tools, because use of CASE integrated environments is shifting the bottleneck of systems development from physical design and coding to upstream activities, particularly requirements specification. However, whether to use CASE tools or other automation tools within the JAD process is a question many raised.

Some of the JAD tasks can be automated and various software tools are available today to assist with Automated JAD (AJAD) sessions. Traditionally, word processors are used by the scribe to record the essence of JAD sessions. Sometimes, CASE tools are used to capture models in real time. However, due to its complexity, the use of CASE tools usually slows down the process and becomes the bottleneck. So some practitioners recommend using a scribe who writes with a word processor and a modeler who captures the model with CASE tools. The modeler doesn't have to capture all the information in the real time. He/She can catch up with the help of the scribe's records when the session is going slow.

Companies like meetingworks.com, a provider of products and services for electronic meetings, meeting facilitation, group decision support, and collaboration, develop their own software and provide facilitation services using their own tools.[30] Those tools are as easy to use as word processors and provide better functionality than word processors. They provide model tools and better integration of data captured during different phases of JAD session.

There are also groupware designed for brainstorming, outlining, matrix analysis, voting, and prioritizing in an AJAD session. AJAD groupware supports strategic plan development, business process re-engineering, requirements definition, prototype evaluation, implementation plan development, and system migration assessments. Ventana Corp.'s GroupSystems V is such a groupware most widely used today.[31]

The use of Group Support Systems (GSS) or sometimes called Electronic Meeting System (EMS) during the JAD session is also often advocated.[2, 32] A research has done by Dennis, Alan R., Hayes, Glenda S., Daniels, Robert M. Jr. The results indicate that the GSS technique reduced the time required to build models in JAD sessions by about 75 percent. Models built using GSS and the traditional JAD approach had similar numbers of syntax errors. Parallel communication enabled by GSS reduces blocking, enabling participants to contribute simultaneously, so that information is collected faster. Anonymity enabled by GSS encourages participation. A group memory provided by GSS enables members to better integrate information and reduce problems that occur when they inaccurately remember issues previously discussed. However, communication through GSS is less "rich" than face-to-face verbal interaction and it is more difficult to resolve differences among participants with GSS. So the combination of JAD with GSS and traditional JAD might be the best solution.[2]

The Internet and the Web have created many new opportunities for group work. It is now possible to include participants from many remote locations, so that, in theory, the size of the user group can become quite large, including participants from anywhere in the world. Indeed, it would be possible to conduct the entire JAD session over the Web without the need to meet in person. However, verbal discussion remains very important in resolving the differences of opinions among participants and also helped ensure that all participants shared a common

understanding of the process. So conducting an entire JAD over the web might not be desirable. Nonetheless, it may be possible to use the Internet selectively to involve a wider set of business users, even outside experts and consultants at specific points in the process. This has the potential to involve users (and those who must ultimately approve the model) earlier in the JAD session to ensure that the session can benefit from a much broader range of opinions to better enable the earlier identification of problems.

According to the advocates of AJAD, it can greatly facilitate the generation, analysis, and documentation of information. [31] It is said that automation adds so much to the JAD workshop, in relation both to the productivity of the session and the quality of the resulting design, that it helps to realize many of the objectives of the AJAD concept. After all, the basic objective of JAD is the positive interaction of all players involved in the systems design process. The automation of the JAD is promoted to be able to facilitate the creation of a team "language," assists in the negotiation process when competing interests surface, and promotes group ownership of the resulting system design. It is said that many organizations have found success in requirements elicitation using automated requirements analysis tools in conjunction with facilitated JAD sessions. [11]

But Crawford, one of the originators of JAD, expresses concerns about the automated workshops. He warns that when inappropriate automation tools drive the pace, failure is more likely to happen. When progress outpaces the learning curve and the ability to absorb, learning and acceptance can be adversely affected. It is also dangerous to try to automate thinking. [32]

Conclusion

JAD is a useful process to gather cross function information and different opinions effectively. Its usage keeps expanding thus its definition keeps changing. Although different people might have different understanding and application of JAD, the essence of JAD is the facilitated session. The basic components of JAD sessions are recognized and agreed-upon by JAD practitioners. They also provide some guide-lines for conducting JAD sessions. Properly following these guide-lines can increase the success of JAD sessions. Automated JAD, especially used in conjunction with Group Supporting Systems, looks very promising, although some experts remain skeptical.

References:

1. Roman Soltys and Anthony Crawford. "JAD for business plans and designs". <http://www.thefacilitator.com/htdocs/article11.html>. Last update time unknown. Accessed Nov. 29, 1999.
1. Dennis, Alan R., Hayes, Glenda S., Daniels, Robert M. Jr. "Business process modeling with group support systems". *Journal of Management Information Systems*. 115-142. 1999 Spring.
2. Valiant Information Systems. "Joint Requirements Planning and Joint Application Design Meetings". <http://www.valiantsys.com/jrpjad.htm> Last update time unknown. Accessed Nov. 1, 1999
3. Kitty Hung. "A Dynamic Business Object Architecture in an Iterative Life-cycle Environment for Information System Development". http://www.dcs.shef.ac.uk/~kitty/phd_tmr.htm Last update date unknown. Accessed Oct. 29, 1999.
4. The University of Texas at Austin, Office of Human Resources Information Services. "Joint Application Development (JAD) What do you really want?" <http://www.utexas.edu/admin/ohr/is/pubs/jad.html> Last update date unknown. Accessed on Nov. 12, 1999.

5. John C. Botkin. "Customer Involved Participation as Part of the Application Development Process." <http://www.sgi.ursus.maine.edu/gisweb/spatdb/amfm/am94001.html> Last update date unknown. Accessed Nov. 9, 1999.
6. Adrian Damian, Danfeng Hong, Holly Li, Dong Pan. "Joint Application Development and Participatory Design". <http://www.cpsc.ucalgary.ca/~pand/seng/613/report.html> Last update date unknown. Accessed Nov. 1, 1999.
7. Bill Jennerich "Joint Application Design -- Business Requirements Analysis for Successful Re-engineering." <http://www.bee.net/bluebird/jadoc.htm> Last update time unknown. Accessed on Nov. 14, 1999.
8. Anonymous. "JAD basics." *Journal of Systems Management*. 1995 Sep/Oct.
9. Nobuhiro Kataoka , Hisao Koizumi, Kinya Takasaki and Norio Shiratori. "Remote Joint Application Design Process Using Package Software". <http://computer.org/proceedings/icoi/7225/72250495abs.htm> Last update time unknown. Accessed on Nov. 14, 1999.
10. Dan Kara. "Get It Right The First Time". <http://www.softwaremag.com/97issues/Nov97/sm117it.htm> Last update time unknown. Accessed Nov. 11, 1999.
2. Russ Robinson. "Put the rapid into RAD." *Datamation*, Feb 15, 1996 v42 n4 p80(1).
1. IT_Analysis.com. "Glossary I-P" <http://www.it-analysis.com/i-p.html> Last update time unknown. Accessed Nov. 11, 1999.
2. Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich. *Modern Systems Analysis & Design*, Second Edition.
3. Matthews, Joy. "JAD to the rescue." *Computerworld*. 1995 Dec 4.
4. OSMC Consulting Services. "Services". <http://www.osmc-web.com/services.htm> Last update time Unknown. Accessed Nov. 14, 1999.
5. Administrative Systems Renewal Program in University of Alberta. <http://www.ualberta.ca/ASRP/oasis/jad.htm> Last updated: April 06, 1998 09:31 AM. Accessed on Nov. 14, 1999.
6. Alan Cline. "Joint Application Development (JAD) for Requirements Collection and Management." Carolla Development, Inc. <http://www.carolla.com/wp-jad.htm> Last update date unknown. Accessed Nov. 21, 1999.
7. Barr Information Technology Services. "Joint Application Development". <http://www.barr.com/bits/what/jad.htm> . Last update time unknown. Accessed Nov. 11, 1999.
8. Walter E. Moeller. "Facilitated Information Gathering Sessions: An Information Engineering Technique". <http://principlepartners.com/html/articles.html#facilinfo> Last Update time unknown. Accessed Nov. 11, 1999.
9. Bill Jennerich "Joint Application Design -- Business Requirements Analysis for Successful Re-engineering." <http://www.bee.net/bluebird/jadoc.htm> Last update time unknown. Accessed on Nov. 14, 1999.
10. Creative Data Inc. "Development Methodolgy - Joint Application Development". <http://www.credata.com/research/jad.html> Late update time unknown. Accessed Nov. 14, 1999.
11. Jill Dyché. "New Rules for Business Discovery". <http://www.teradatareview.com/Fall98/dyche.html>
12. Weldon, David. "The ultimate insiders." *Computerworld*. 1995 Oct 16.
13. Jane Wood and Denise Silver. *Joint Application Development* (2nd Edition) 1995.
14. Hammond, Glandon & associates. "Course Listing". http://www.hgatrains.com/html/body_sysdev.html#1 Last update time unknown. Accessed on Nov. 14, 1999.
15. Hollander, Nathan, Naomi Mirlocca, "Facilitated Workshops: Empowering the User to Develop Quality Systems Faster", *Industrial Engineering*, Oct, 1993.
16. Kenneth C. Laudon and Jane P. Laudon. *Management Information Systems—New Approaches to Organization & Technology*. Fifth edition.
17. Anthes, Gary, "No More Creeps", *Computerworld*, May 2, 1994.
18. MeetingNetworks. "Application Descriptions". http://www.entsol.com/html/application_descriptions_7.html Last update time unknown. Accessed on Nov. 14, 1999.
19. Leventhal, Naomi S. "Using groupware tools to automate Joint Application Development." *Journal of Systems Management*. Sep/Oct. 1995.
20. Yihwa Irene Liou and Minder Chen. "Using Group Support Systems and Joint Application Development for Requirements Specification." *Journal of Management Information Systems*, Winter 1993/1994 p: 25-41.