



MINUTES

Regional License and Permit Program Oversight Group Meeting Tuesday, December 1, 2015 - 1:00 PM

Washoe County Caucus Room – 1001 E 9th Street Reno, NV

Oversight Committee

Reno City Manager - Andrew Clinger
Sparks City Manager - Steve Driscoll
Washoe County Manager - John Slaughter
District Health Officer - Kevin Dick

A. Roll Call

| Attendee Name | Title | Status | Arrived |
|--|-------------------------|------------------------------|--|
| Andrew Clinger PROXY – Bill Thomas PROXY – Alex Woodley | Reno City Manager | Absent Present Present | Proxy at 1:00 pm Proxy at 3:20 pm |
| Kevin Dick | District Health Officer | Present | |
| Steve Driscoll | Sparks City Manager | Present | |
| John Slaughter | Washoe County Manager | Present | 1:18 pm |

Kevin Dick, District Health Officer, chaired the meeting with a call to order at 1:06 PM.

B. Public Comment

No action was taken on this item.

C. Approval of Agenda – December 1, 2015

Proposed Motion: I move to approve.

Mover: Steve Driscoll, Sparks City Manager

Second: Kevin Dick, District Health Officer

Result: Approved [Unanimous]

AYES: Dick, Driscoll, Thomas

D. Approval of the Minutes from the September 1, 2015 meeting

Proposed Motion: I request that the minutes be corrected to reflect that I chaired the September 1, 2015 Meeting and accept the minutes with that change.

Mover: Steve Driscoll, Sparks City Manager

Second: Bill Thomas, Reno City Manager Proxy

Result: Approved [Unanimous]

AYES: Dick, Driscoll, Thomas

E. Update, discussion and possible direction on Project Status on the Regional Business License and Permits Project (For Possible Action)

Lori Piccinini, Regional Project Manager, presented “Item C & D, Agenda, Minutes” page 3 of the PowerPoint presentation¹ regarding the Regional Business License and Permits Project highlighting shareholder outreach items and provided a quick recap of outstanding September meeting PayPal questions. Ms. Piccinini indicated that the ACI Worldwide –Official Payment Corporation was selected by the Oversight Group and 3 contracts were sent for legal review to the respective entities.

Emmett Wylam, Sr. Manager, Professional Services, Accela, stated that the selected credit card processor will accept MasterCard, VISA and American Express however a PayPal Merchant account will not be accepted unless there is a MasterCard or VISA card associated with the account. This means that Accela will NOT have a “PayPal” payment option but payees can use any Visa or MasterCard they want, including cards issued by PayPal.

Emmett Wylam, Sr. Manager, Professional Services, Accela, addressed concern of the ability to start a permit and save it to continue and single point of entry, by stating that the functionality exists within the current system.

Emmett Wylam, Sr. Manager, Professional Services, Accela, answered questions about the public facing website and how customers will approach applications through it by first stating that Accela is recommending all citizen access through the “One” website for all agencies so that citizens won’t be jumping back and forth between various websites. Additionally, functionality is supported for picking a drop down list of services, or by entering an address for a particular site which would list services the citizen could choose for that situs. These drop down list services may be utilized where applicable, but not necessarily implemented as an “across the board” solution.

Lori Piccinini, Regional Project Manager, reported that additional information will be forthcoming about the research done on a document retention service solution. If it is decided to utilize Accela’s document retention service, this could result in a change order ranging from \$50,000 to \$75,000.

Craig Betts, Washoe County Chief Information Officer, reported that timeline options are continuing to be reviewed with John Slaughter, Washoe County Manager, and many meetings discussed need to get the project back on track and functional. Since September 1st, staff worked with a new Accela management and project team to identify what is left to complete. This process blossomed relationships with the Accela project team and with Accela’s Christine Herb, Senior VP of Professional Services West Coast; Peri Halliwell, Sr. Project Manager; Emmett T. Wylam, Sr. Manager, Professional Services; and Kim Bruce; Sr. Account Manager. Through this process, the project manager new to the project, Kim Bruce; Sr. Account Manager, identified steps and right sized efforts to move forward.

¹ 2015-12-01_Mgmt_Oversight_Presentation_Final.pdf (Copy on file 12-1-2015 Agenda Item)

Craig Betts, Washoe County Chief Information Officer reported Accela payments still being withheld and staff will illustrate the detailed project plan with the committee today. Mr. Betts state that the quest to be answered today is: “Do we want to move forward or perhaps change course”?

Lori Piccinini, Regional Project Manager, illustrated the PowerPoint presentation¹ pages 4-15 regarding the status of the project, functionality, roadmap and use cases of the Accela Regional Project which included the discussion of Addendum A - ACA Use Cases for Accela Regional Project².

Crystal Carter, Washoe County Accountant, presented the Project Financial Report, page 7 of the PowerPoint presentation.

Peri Halliwell, Sr. Project Manager, Accela commented that the project has been reset, overall, and revised weekly project tracking will better meet the needs of the project.

Christine Herb, Senior VP of Professional Services West Coast, Accela, added that Accela originally had the technical plan, but business units compiling jointly into one large plan increased efforts and resources, so the team sat down to document major milestones and key players to determine how much time and resources would be needed to build one plan through regional governance.

Bill Thomas, Reno City Manager Proxy, asked for clarification of whether everyone is on the same page to which Accela’s Christine Herb, Senior VP of Professional Services West Coast replied yes, that there were underestimated super-agency governance impacts and coordination is improving.

John Slaughter, Washoe County Manager, joined the meeting at 1:20pm.

Bill Thomas, Reno City Manager Proxy, asked that since there are 4 agencies, the time needed to complete the project is based on the weakest link, so would the Washoe County side be completed within a week?

Discussion followed regarding the progress of each agency and it was pointed out by Lori Piccinini, Regional Project Manager, that new requirements for Washoe County’s Engineering Division will push the Washoe project timeline out through February.

Steve Driscoll, Sparks City Manager expressed his understanding that for whatever reason the project is not 100% the project can progress logically and get done as quickly as feasibly possible.

Steve Driscoll, Sparks City Manager, questioned the future functionality of the payment system described by Emmett Wylam, Sr. Manager, Professional Services, and Accela as being one payment collection fund in the beginning, then later split into separate agency funds through feature releases. Mr. Driscoll asked for a definition of the timing of this upgrade to which Emmett Wylam, Sr. Manager, Professional Services, Accela, replied that the software is now functional in full version 8.0. This enhancement would be delivered through a feature pack 8.01 or 8.02 release in quarter one or quarter two when defined and tested by the engineering team. Steve Driscoll, Sparks City

² ADDENDUM A - ACA Use Cases for Accela Regional Project.pdf (Copy on file 12-1-2015 Agenda Item)

Manager, asked about the priority of separating the payment system to which Emmett Wylam, Sr. Manager, Professional Services, Accela replied that this function is being requested by several agencies and it is high on the priority list for product enhancement.

Kevin Dick, District Health Officer expressed his concern that splitting agency funding into separate accounts should be considered a priority as represented in the original Request for Proposal. Mr. Dick explained his perception that some other community's item may push back this software release and iterated the urgency of this specific functionality. Christine Herb, Senior VP of Professional Services West Coast, Accela, explained that hot button legislative actions or other high priority items "could" trump the release of this function and that the shopping cart is a rolling definition due to the rate of change not slipping as priority, only slipping by defect. Kevin Dick, District Health Officer offered a point of clarification that this functionality was promised originally and represented as a priority in the original Request for Proposal and should not be pushed back.

Bill Thomas, Reno City Manager Proxy, offered clarification that the preeminent objective from the City of Reno's perspective is to get the business license system up and running with the ability to collect over the internet. Discussion was deferred to item F.

Steve Driscoll, Sparks City Manager, questioned the implementation of a "Governance Subcommittee" when from his understanding of the interlocal agreement, only the Oversight Committee is obligated with rules and responsibilities of governance decisions. Mr. Driscoll opined that operational items may be defined by the users, however decisions of governance must be forwarded through the Oversight Committee approval process. Discussion followed, and with input from Bill Thomas, Reno City Manager Proxy; John Slaughter, Washoe County Manager and Kevin Dick, District Health Office; it was agreed to subsequently drop the title "Governance Subcommittee" from this team to more accurately reflect it as a technical team put together to streamline day to day technical issues as defined by their entities following the rules and recommendations approved by the Oversight Committee.

Follow up items:

- Steve Driscoll, Sparks City Manager asked to remove the title "Governance Subcommittee" from future meetings (in compliance with the original Interlocal Agreement).
- Kevin Dick, District Health Officer asked for a report of the technical team's enhanced operations at the next meeting.
- Bill Thomas, Reno City Manager Proxy asked for a report on how change control management might continue once the project is complete.

Lori Piccinini, Regional Project Manager, moved on to PowerPoint presentation¹ pages 12-15 and explained that the project team performed a complete assessment of the tasks and timelines before presenting the most aggressive timeline of August 21, 2016 based on the tasks today.

Mike Chaump, Business Relations Manager, City of Reno, stated that the City of Reno is building the product in preparation to move their existing system to the cloud March 31-April 14, 2015 with possible GIS availability in January.

Steve Driscoll, Sparks City Manager, questioned the second bullet on page 15 of the PowerPoint presentation¹ by asking why additional costs are needed for Accela resources and what was it that wasn't in the Request for Proposal? Christine Herb, Senior VP of Professional Services West Coast, Accela, replied that the project timeline extends project management longer and the change order is for maintaining key resources. Steve Driscoll, Sparks City Manager, said that there were many reasons behind the delay and that Accela staff caused some of the delay, thus would Accela provide discounts due to Accela's delays?

Christine Herb, Senior VP of Professional Services West Coast, Accela stated that the contract called for a January start date and Accela will not charge for upgrade to version 8.0 and reset to a time-frame of March forward charging for additional resources.

Steve Driscoll, Sparks City Manager, asked for a reconciliation of additional costs from Accela and added that the Washoe County team put together the original demonstrations and Request for Proposal detail work. The project team relied heavily on Accela to true up expectations and presented those expectations to their respective entity board members. Mr. Driscoll voiced concern of cost creep and change orders, because the project team relied on a reasonable representation of items that now seem to be misrepresented costing more.

Craig Betts, Washoe County Chief Information Officer, stated that when looking at the project plan, it was very tight and even difficult to find a critical path, then surmised that most of the activity appeared to be centered on Accela's key perspectives. Mr. Betts added that during the reset process, the team performed a "deep dive" for work omitted from the project plan and put a level of effort required to complete those additional steps. Mr. Betts explained that the estimated August 21st date is probably the most aggressive date that can be met with all efforts focused for the project plan to deliver the final Accela product.

Bill Thomas, Reno City Manager Proxy voiced what he just heard was that: we can get this done, but we won't like the product. Mr. Thomas added, we need to know what happened: did we not scope it; did Accela not promise it; what is the dollar amount being discussed?

Christine Herb, Senior VP of Professional Services West Coast, Accela, replied that the change order cost through post go-live is \$148,000 and added that she did not see a deviation from the contract however perceived a product definition shift.

Steve Driscoll, Sparks City Manager, commented that an issue he is seeing is that Accela was originally represented in demonstrations and meetings as being so strong in the ability to coordinate one super-agency with one interface for multiple users, however perceives that many of the issues slowing down this project are super agency issues. Mr. Driscoll voiced frustration with this issue

because Accela represented their company as being experts in implementing their super-agency product but on the lighter side, his team is reporting positive improvement.

Kevin Dick, District Health Officer echoed Mr. Driscoll's comments for the record, that he sat through demos and worked on the original contract definitely leaving him with the impression that Accela had the experience to perform the super-agency implementation adding that stakeholders could have chosen a different vendor for implementation. Mr. Dick agrees that the new project team in place is showing real movement with the project reset and he feels much better with the project plan and the project management now.

Crystal Carter, Senior Accountant, Washoe County Comptroller, presented the financial statement and reported that there is a hold payment on Accela's recent invoices, therefore the final 2 invoices have not been sent to the cities of Sparks and Reno for reimbursement.

F. Update, discussion and possible direction to staff to approve the August 2016 go-live date, possible change orders and additional agency resources. (For Possible Action)

Craig Betts, Washoe County Chief Information Officer, recapped the items under discussion are to approve the August 21 aggressive plan reset date; the potential for a \$148,000 change order to Accela; the possible \$57,000 approximate additional cost of an interface for ADS to App-Extender (still under review); and Washoe County is still reviewing the possibility of hiring outside technical resources to help with scripting and conversion mapping (still under review). There could be impact with workflow within the business units as key people will be working on the project during peak seasons when front counters need to be manned.

Peri Halliwell, Sr. Project Manager, Accela, added that the interface has been simplified in scope and believed that the price is lower.

Steve Driscoll, Sparks City Manager, asked what the true date would be if the aggressive date is not met.

Peri Halliwell, Sr. Project Manager, Accela, replied that Accela will make sure on a weekly basis that they tackle every action item coming up and plan to handle them each and every time. Everyone must be on their best game and move forward as planned.

Bill Thomas, Reno City Manager Proxy, asked if there is any way to get a commitment to go live with the Business License component by August 21, 2016 or whether it all has to be done together. Lori Piccinini, Regional Project Manager, indicated previous discussions of a phased approach included many inter-related dependencies which increased risk, downtime for citizens, estimated \$112,000 additional cost and Sparks and Washoe would still be working in Permits Plus while Reno would be on the new system.

Steve Driscoll, Sparks City Manager, asked if the team could get the AA system up and running so that Sparks can stop using the current system and at a minimum get the back room items up and

running with data converted, then move to the next phase ACA where the front end is installed and the customer can enter the data via the web. Mr. Driscoll stated this delay is causing additional costs for Sparks by keeping the old system running and he would like for the team to entertain the idea for this Phase 1 approach for Sparks, Reno and Washoe County. Can this happen before August 21?

Emmett Wylam, Sr. Manager, Professional Services, Accela, clarified that AA and ACA are two different interfaces to the same system and opined that simply removing ACA from the system doesn't buy a lot of time. Mr. Wylam suggested narrowing the scope to bring all business licenses live and determine the impact. What does that mean for the folks still using Permits Plus? Is it duplicate data entry or additional reports for them? Steve Driscoll, Sparks City Manager, replied that he still wants business licenses up sooner than August 21. Lori Piccinini, Regional Project Manager, explained that it will be looked at again and report the addition to the change order team. Ms. Piccinini added that since Sparks is on a different system than Reno and Washoe it may be easier to go-live with business licenses for Sparks.

Michael Chaump, Business Relations Manager, City of Reno, questioned that since Reno's system is live on a self-hosted environment, could Reno move their business license module up to the cloud and get the business license piece up and running? Lori Piccinini, Regional Project Manager, asked for advice about an acceptable date. Steve Driscoll, Sparks City Manager, replied that March to April, realistically, to have the business licenses up and running would be awesome. Mr. Driscoll explained that he envisions being able to start, convert the data once, train staff using it and then later add the ACA.

Kevin Dick, District Health Officer, expressed concern of the impact to the overall project when ramping business license up sooner if it means that rather than having an August go-live for the complete system it would be pushing back the complete system until December or later. Mr. Dick added that Health has 10 year old legacy hardware and the new system is working on their laptops. Steve Driscoll, Sparks City Manager, mentioned that he wasn't contemplating causing the project to slip, but simply wants to know options/costs to move business licenses ahead of schedule. Bill Thomas, Reno City Manager Proxy, asked for a price quote and to re-adjourn to determine after Accela evaluates the costs and time. Peri Halliwell, Sr. Project Manager, Accela, replied that due to the holidays it could be January before Accela is prepared to answer with a revised quote, timelines and project plan.

James Cody, City of Reno, expressed his understanding that ACA isn't hard, but the end user will expect a helpdesk for customer support using up more resources, therefore it may be a good idea to implement ACA a month later than go-live. Steve Driscoll, Sparks City Manager, appreciated this input and indicated that he would like to know if the team is contemplating additional user support for the public and what cost/resource implications would be incurred to provide the extra service. James Cody, City of Reno, opined that a quiet launch at first might be helpful before advertising it to the rest of the community. Lori Piccinini, Regional Project Manager indicated that these items are covered under the User and Acceptance testing areas of the project plan.

Proposed Motion: I move to approve the August 21 go-live date, accept the new project plan that uses August 21 as a date that is aggressive and that we will get some other answers to some implementation questions outside of that plan.

Mover: Steve Driscoll, Sparks City Manager

Second: John Slaughter, Washoe County Manager

Result: Approved [Unanimous]

AYES: Dick, Driscoll, Slaughter, Thomas

Bill Thomas, Reno City Manager Proxy, asked for clarification on how to proceed with the change orders when supplied for the committee's approval. Reno's Deputy City Attorney, Julie Towler replied that the Committee is limited to \$50,000 expenditures before going through their respective governing body and also read into the record section 8.3 of the interlocal agreement below.

Section 8.3 The OVERSIGHT GROUP shall not during any fiscal year, expend or contract to expend any money, or incur any liability, or enter into any contract which, by its terms, involves the expenditure of money in excess of the amounts appropriated in the annual budget for any category of expenditure, unless such expenditure is specifically approved by the ENTITIES.

Source: https://www.washoecounty.us/large_files/agendas/2014/061714/30..pdf

Bill Thomas, Reno City Manager Proxy expressed his understanding that these requests were within the original scope of approval. Craig Betts, Washoe County Chief Information Officer, indicated that the interface and technical resources could be covered under the contingency fee, however the Accela change order would exceed the contingency. Kevin Dick, District Health Officer, clarified that as long as the funding is within the 4 agency budgets, this could be voted upon and added to the agenda for approval.

Steve Driscoll, Sparks City Manager, asked how long it would take to receive the dollar value and additional contracts to which Peri Halliwell, Sr. Project Manager, Accela, answered 2 weeks. Bill Thomas, Reno City Manager Proxy and Steve Driscoll, Sparks City Manager, indicated they would like to see these items go to the respective boards in January with proportionate shares, individual contracts, quotes, etc.

Proposed Motion: I would like to ask staff to gather the detailed information including dollars and any updates to an agreement and to develop proportionate share of the members of this Oversight Committee and to email that information to the individuals as soon as it is available for their consideration and future conversation.

Mover: Steve Driscoll, Sparks City Manager

Second: Bill Thomas, Reno City Manager Proxy

Result: Approved [Unanimous]

AYES: Dick, Driscoll, Slaughter, Thomas

G. Update and discussion on the status of possible adoption of the Regional Technology Fee by the City of Sparks, the Washoe County Health District, and Washoe County (For Possible Action)

Charlene Albee, **Division Director, Health Air Quality**, reported that the City of Reno adopted a tech fee as part of their FY16 budget, but the **BIS** will be provided to the City Council for information purposes only in the future. The original intent was for the Health District to be the last agency to adopt the fee. The Health District went through a fundamental review of costs and cost recovery resulting in a fee increase which will go in the same time as the tech fee moves forward. The City of Sparks and Washoe County both decided to delay adoption of the fees pending the review of the Enterprise Funds' and the building fee. The Health Department adopted the impact statement on October 2, 2015 and the technology fee was adopted November 19, 2015 by the Health District. When Washoe County and Sparks determine to adopt their tech fee, Sparks Council woman Ratti and Washoe Commissioner Jung have been presented with all of the information so that they may be a resource to answer questions. When those are adopted, the Health Department and other agencies will be present to provide support of the regional view of the adoption.

Bill Thomas, Reno City Manager Proxy, excused himself from the meeting at 3:20 and Alex Woodley, Reno City Manager Proxy now represents Reno.

Steve Driscoll, Sparks City Manager, updated that the Sparks City Council Members have been apprised of the business analysis completed, the dollar values proposed and the only thing holding it back is that the decision will be made closer to go live or during the next budget presentation. It looks favorable for Sparks to do what the other entities decide to do.

Kevin Dick, District Health Officer, noted that the project team received a comment letter for the record from the "Chamber" largely supporting the tech fee, with request for a review of efficiencies gained from the implementation.

H. Announcements/Reports/Updates - Oversight Group member announcements/reports/updates from members concerning the regional business license and permits project. Requests for information and any ideas and suggestions for the project.

Alex Woodley, Reno City Manager Proxy, introduced on behalf of the City of Reno Manager's Office, Amber Drlik, Management Analyst, who will be representing the City Manager's Office and serve as the project manager for this Accela project hopefully allowing Michael Chaump, Business Relations Manager, City of Reno, more time to cover his Department.

I. Identification of future agenda items (For Possible Action)

Lori Piccinini, Regional Project Manager, indicated from prior meetings that there may be scheduling conflicts and a need to reschedule the next quarterly meeting. Steve Driscoll, Sparks City Manager, concurred. No action taken.

J. Public Comment – Comments heard under this item will be limited to three (3) minutes per person and may pertain to matters both on and off the agenda. Each person addressing the Oversight Group shall give his name and shall limit the time of their presentation to three (3) minutes per NRS 241.020(2)(d)(7).

K. Adjournment (For Possible Action)

Proposed Motion: Motion to adjourn

Mover: Steve Driscoll, Sparks City Manager

Second: Alex Woodley, Reno City Manager Proxy

Result: Approved [Unanimous]

AYES: Dick, Driscoll, Slaughter, Woodley