FINANCE DEPARTMENT
Purchasing and Contracts Division

# CONFIRMATION FORM
**for**
**RECEIPT OF RFP NO. 603010-13**

If you are interested in this invitation, immediately upon receipt please fax this confirmation form to the fax number provided at the bottom of this page.

Failure to do so means you are not interested in the project and do not want any associated addenda mailed to you.

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**SUPPLIER ACKNOWLEDGES RECEIVING THE FOLLOWING RFP DOCUMENT:**

PROJECT NO. RFP NO. 603010-13 RFP PAGES: 101

DESCRIPTION: BUSINESS LICENSE/LAND DEVELOPMENT SOFTWARE (BLITZ) SYSTEM

## SUPPLIER MUST COMPLETE THE FOLLOWING INFORMATION:

Company Name:_____

Company Address:_____

City / State / Zip:_____

Name / Title:_____

Area Code/Phone Number:_____

Area Code/Fax Number:_____

Email Address:_____

**FAX THIS CONFIRMATION FORM TO: (702) 386-4914**
**TYPE or PRINT CLEARLY**

# CLARK COUNTY, NEVADA

## REQUEST FOR PROPOSAL

### RFP NO. 603010-13
### BUSINESS LICENSE/LAND DEVELOPMENT SOFTWARE (BLITZ) SYSTEM

The RFP package is available as follows:

- Internet – Visit the Clark County Purchasing and Contracts Division website at http://www.ClarkCountyNV.gov/Purchasing. Click on "Current Opportunities" and locate Document No. 603010 in the list of current solicitations.

- Mail – Please fax a request to (702) 386-4914 specifying project number and description. Be sure to include company address, phone and fax numbers.

- Pick up - Clark County Government Center, 500 South Grand Central Parkway, Purchasing and Contracts Division, Fourth Floor, Las Vegas, NV 89106.

A Pre-Proposal Conference will be held on **JUNE 26, 2013** at **9:00 am**, at 500 South Grand Central Parkway, Las Vegas, Nevada in the ODC Training Room 1 on the 1st floor. Due to the complexity of this Request for Proposal (RFP), it is highly recommended that you attend the Pre-Proposal Conference. Additionally, if your firm is unfamiliar with the County RFP procedures it is highly recommended that you attend the Pre-Proposal Conference.

Proposals for the Pre-qualification Phase only will be accepted at the Clark County Government Center address specified above, on or before **JULY 12, 2013** at **3:00:00 p.m.**, based on the time clock at the Clark County Purchasing and Contracts front desk.

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PUBLISHED:
Las Vegas Review Journal
JUNE 14, 2013

**GENERAL CONDITIONS**
RFP NO. 603010-13
BUSINESS LICENSE/LAND DEVELOPMENT SOFTWARE (BLITZ) SYSTEM

1. TERMS

The term "OWNER" or "Clark County" or "County", as used throughout this document, will mean the County of Clark, Las Vegas, Nevada. The term "BCC" as used throughout this document will mean the Board of County Commissioners, which is the Governing Body of Clark County. The term "CHIEF FINANCIAL OFFICER" as used throughout this document will mean the Clark County Chief Financial Officer or his designee responsible for the Purchasing and Contracts Division. The term "PROPOSER" as used throughout this document will mean the respondents to this Request for Proposal. The term "RFP" as used throughout this document will mean Request for Proposal.

2. INTENT

Clark County, Nevada has several entities responsible for zoning, building, fire and life safety, civil engineering, water reclamation, code enforcement, and business license. Several software applications are used today to manage their work efforts and provide services to the community. The intent of this RFP is to provide background and project information and to request proposals for software and implementation services to replace Clark County's existing land management and business license systems. The County refers to this effort as the BLITZ Project, which stands for the Clark County – **B**usiness **L**icensing **I**nspection permi**T**s **Z**oning System.

3. SCOPE OF PROJECT

See Exhibit C

4. DESIGNATED CONTACTS

The OWNER'S representative will be Jim Haining, Senior Purchasing Analyst, Clark County Finance Department, Purchasing and Contracts Division, telephone number (702) 455-4230. This representative will respond to questions concerning the scope of work of this RFP and questions regarding the selection process for this RFP.

5. CONTACT WITH OWNER DURING RFP PROCESS

Communication between a PROPOSER and a member of the BCC or between a PROPOSER and a non-designated Owner contact regarding the selection of a proponent or award of this contract is prohibited from the time the RFP is advertised until the item is posted on an agenda for award of the contract. Questions pertaining to this RFP shall be addressed to the designated contact(s) specified in the RFP document. Failure of a PROPOSER, or any of its representatives, to comply with this paragraph may result in their proposal being rejected.

6. TENTATIVE DATES AND SCHEDULE

Pre-Proposal Meeting: June 26, 2013, 9:00 am Pacific, ODC Training Room 1

Last Day to Ask Questions: July 3, 2013

Last Day Owner Will Provide Addendum: July 9, 2013

**Pre-Qualification - Proposal Due Date: July 12, 2013, 3:00 pm Pacific**

Invitation to response to Phase 1: No later than July 26, 2013

**Phase 1 – Proposal Due Date: August 9, 2013**

Invitation to response to Phase 2: No later than September 6, 2013

**Phase 2 – Written Response Due Date: September 20, 2013**

Phase 2 – System Demonstrations: October 7 - 24, 2013

Site Visits: October / November, 2013

Final PROPOSER(s) Selection: November 2013

Contract Negotiations: December 2013 / January 2014

Award & Approval of the Final Contract(s): January / February 2014

7. METHOD OF EVALUATION AND AWARD

Since the service requested in this RFP is considered to be a professional service/computer software, award will be in accordance with the provisions of the Nevada Revised Statutes, Chapter 332, Purchasing: Local Governments, Section 332.115.

The proposals may be reviewed individually by staff members through an ad hoc committee to assist the PURCHASING ANALYST. The finalists may be requested to provide the OWNER a presentation and/or an oral interview. The ad hoc staff committee may review the RFP's as well as any requested presentations and/or oral interviews to gather information that will assist in making the recommendation. The OWNER reserves the right to award the contract based on objective and/or subjective evaluation criteria. This contract will be awarded on the basis of which proposal the OWNER deems best suited to fulfill the requirements of the RFP. The OWNER also reserves the right not to make an award if it is deemed that no single proposal fully meets the requirement of this RFP.

The fees for the professional services will be negotiated with the PROPOSER(s) selected.

8. SUBMITTAL REQUIREMENTS

The proposal submitted for the pre-qualification phase should not exceed 50 pages. Other attachments may be included with no guarantee of review.

**All proposals shall be on 8-1/2" x 11" paper bound with tabbed dividers labeled by section to correspond with the evaluation information requested in Section 20.** The ideal proposal will be 3-hole punched and bound with a binder clip. Binders or spiral binding is not preferred or required.

**The PROPOSER shall submit one (1) clearly labeled original and 16 copies of their proposal, including one (1) CD or flash drive with an electronic copy of their proposal, preferably in .pdf format. Also include all requested MS Excel files in .xls format. It is preferred that the .pdf be a single document.** The name of the PROPOSER'S firm shall be indicated on the spine and cover of each binder (if used) and CD label.

All proposals must be submitted in a sealed envelope plainly marked with the name and address of the PROPOSER and the RFP number and title. No responsibility will attach to the OWNER or any official or employee thereof, for the pre-opening of, post-opening of, or the failure to open a proposal not properly addressed and identified. Proposals are time-stamped upon receipt. Proposals time-stamped after 3:00:00 p.m. based on the time clock at the Clark County Purchasing and Contracts front desk will be recorded as late, remain unopened and be formally rejected. **FAXED OR ELECTRONIC SUBMITTALS ARE NOT ALLOWED AND WILL NOT BE CONSIDERED.**

The following are detailed delivery/mailing instructions for proposals:

| Hand Delivery | U.S. Mail Delivery | Express Delivery |
|---|---|---|
| Clark County Government Center<br>Purchasing and Contracts Division<br>500 South Grand Central Parkway, 4th Fl<br>Las Vegas, Nevada 89106 | Clark County Government Center<br>Attn: Purchasing and Contracts, 4th Fl<br>500 South Grand Central Parkway<br>P.O. Box 551217<br>Las Vegas, Nevada 89155-1217 | Clark County Government Center<br>Attn: Purchasing and Contracts, 4th Fl<br>500 South Grand Central Parkway<br>Las Vegas, Nevada 89106 |

Regardless of the method used for delivery, PROPOSER(S) shall be wholly responsible for the timely delivery of submitted proposals.

9. WITHDRAWAL OF PROPOSAL

PROPOSER(S) may request withdrawal of a posted, sealed proposal prior to the scheduled proposal opening time provided the request for withdrawal is submitted to the Purchasing Analyst in writing or a proposal release form has been properly filled out and submitted to the Purchasing and Contracts Division reception desk. Proposals must be re-submitted and time-stamped in accordance with the RFP document in order to be accepted.

No proposal may be withdrawn for a period of 90 calendar days after the date of proposal opening. All proposals received are considered firm offers during this period. The PROPOSER'S offer will expire after 90 calendar days.

If a PROPOSER intended for award withdraws their proposal, that PROPOSER may be deemed non-responsible if responding to future solicitations.

10. REJECTION OF PROPOSAL

OWNER reserves the right to reject any and all proposals received by reason of this request.

11. PROPOSAL COSTS

There shall be no obligation for the OWNER to compensate PROPOSER(S) for any costs of responding to this RFP.

12. ALTERNATE PROPOSALS

Alternate proposals are defined as those that do not meet the requirements of this RFP. Alternate proposals will not be considered.

13. ADDENDA AND INTERPRETATIONS

If it becomes necessary to revise any part of the RFP, a written addendum will be provided to all PROPOSERS in written form from the Purchasing Analyst. OWNER is not bound by any specifications by OWNER'S employees, unless such clarification or change is provided to PROPOSERS in written addendum form from the Purchasing Analyst.

14. PUBLIC RECORDS

The Owner is a Public Agency as defined by State Law, and as such, is subject to the Nevada Public Records Law (Chapter 239 of the Nevada Revised Statutes). Under the law, all of the Owner's records are public records (unless otherwise declared by law to be confidential) and are subject to inspection and copying by any person. However, in accordance with NRS 332.061(2), a proposal that requires negotiation or evaluation by the Owner may not be disclosed until the proposal is recommended for award of a contract.

15. PROPOSALS ARE NOT TO CONTAIN CONFIDENTIAL / PROPRIETARY INFORMATION

Proposals must contain sufficient information to be evaluated and a contract written without reference to any confidential or proprietary information. PROPOSER(S) shall not include any information in their proposal that they would not want to be released to the public. Any proposal submitted that is marked "Confidential" or "Proprietary," or that contains materials so marked, will be returned to the PROPOSER and will not be considered for award.

16. COLLUSION AND ADVANCE DISCLOSURES

Pursuant to 332.165 evidence of agreement or collusion among PROPOSER(S) and prospective PROPOSER(S) acting to illegally restrain freedom of competition by agreement to bid a fixed price, or otherwise, shall render the offers of such PROPOSER(S) void.

Advance disclosures of any information to any particular PROPOSER(S) which gives that particular PROPOSER any advantage over any other interested PROPOSER(S), in advance of the opening of proposals, whether in response to advertising or an informal request for proposals, made or permitted by a member of the governing body or an employee or representative thereof, shall operate to void all proposals received in response to that particular request for proposals.

17. CONTRACT

OWNER does not have a proposed contract for this RFP. PROPOSER is requested to submit their proposed contract in the future, when specifically requested, which will be subject to review and approval by the Clark County District Attorney's Office. The following sections will be included in the final contract.

A. INSURANCE

PROPOSER shall obtain and maintain the insurance coverage required in Exhibit A and this requirement shall be included in the final contract with the successful PROPOSER. PROPOSER shall comply with the terms and conditions set forth in Exhibit A and shall include the cost of the insurance coverage in their prices.

B. Subcontractor Information

PROPOSER shall provide a list of the Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Physically-Challenged Business Enterprise (PBE), Small Business Enterprise (SBE), and Nevada Business Enterprise (NBE) subcontractors for this Contract utilizing the attached format (Exhibit B). The information provided in Exhibit B by the PROPOSER is for the OWNER's information only.

18. BUSINESS LICENSE REQUIREMENTS

CLARK COUNTY BUSINESS LICENSE / REGISTRATION
Prior to award of this RFP, other than for the supply of goods being shipped directly to a Clark County facility, the successful PROPOSER will be required to obtain a Clark County business license or register annually as a limited vendor business with the Clark County Business License Department.

A. Clark County Business License is Required if:

1. A business is physically located in unincorporated Clark County, Nevada.
2. The work to be performed is located in unincorporated Clark County, Nevada.

B. Register as a Limited Vendor Business Registration if:

1. A business is physically located outside of unincorporated Clark County, Nevada
2. A business is physically located outside the state of Nevada.

The Clark County Department of Business License can answer any questions concerning determination of which requirement is applicable to your firm. It is located at the Clark County Government Center, 500 South Grand Central Parkway, 3rd Floor, Las Vegas, NV or you can reach them via telephone at (702) 455-4253 or toll free at (800) 328-4813.

You may also obtain information on line regarding Clark County Business Licenses by visiting the website at www.clarkcountynv.gov , go to "Business License Department" (http://www.clarkcountynv.gov/Depts/business_license/Pages/default.aspx)

19. BASIS OF EVALUATION

Proposals will be evaluated, in part, on the PROPOSER's ability, in the OWNER's sole judgment, to demonstrate technical and financial capacity to perform the work it proposes in accordance with the requirements of this RFP. Evaluation factors to be considered by the OWNER include, but are not limited to, the following (in no particular order of importance, weighting, or other priority is assigned to these factors or reflected by their order in the list):

- Project understanding and soundness of proposed project methodology, including but not limited to the detail and accuracy of the proposed scope and statement of work and implementation plan;
- PROPOSER's technical qualifications to perform the work required by the RFP, as presented in its Proposal;
- Experience/references provided by the PROPOSER, particularly from projects of similar complexity and scope;
- Commitment and ability to complete the project within the period specified in the response to this Proposal;
- The Project Fee, including long-term cost of any software license fees, recurring maintenance and support costs, and other fees;
- Compliance with RFP requirements, including, but not limited to, the ability of the specific software and services proposed to satisfy the RFP's functional, performance, and other requirements for the system;
- Demonstrations
- Site Inspections

A. Response Considerations

1. The proposed solution should satisfy all of the OWNER's current requirements, yet be easy to maintain, easy and inexpensive to upgrade, and have expandable functional and processing capacity for future needs.
2. OWNER prefers solutions that support a 'buy not build' philosophy and streamlined implementation time. Respondents are encouraged to propose alternative processes.
3. OWNER does not have a hosting (on-premise/cloud) preference.
4. OWNER's personnel shall be actively involved in configuring the system to ensure that knowledge transfer is maximized.
5. PROPOSER should identify recommended/requested changes to the OWNER resources needed to support the project.

B. Response Options

OWNER has developed a flexible response model as noted below.

1. Fully integrated system that meets the all requirements defined in this RFP.
2. A system that supports all business-licensing requirements and includes support for a seamless solution with the selected land development system.
3. A system that supports all land development requirements and includes support for a seamless solution with the selected business licensing system.

PROPOSERs selecting response option 2 or 3 (business licensing or land development) shall provide in their responses the recommended strategy, and methodology for integration with the remaining major component.

C. Evaluation process

Evaluation of the proposal submissions will be performed using a "phased" approach. The goal of each phase is to either qualify proposers or to promote qualified proposals through the evaluation process to the system selection.

This approach uses Just-In-Time information requests to provide respondents with the greatest total response time and allows the OWNER to focus on materials specific to each phase of the evaluation.

20. EVALUATION CRITERIA

PROPOSERs shall submit proposals in accordance with the overall structure of the work as set forth in the RFP and the specific format provided below. (If no requirements or response template is provided in the RFP, PROPOSERs shall submit the Project Documents in the form they currently use for work type sought.

The general file conventions for responses are [603010_Phase_Document_ProposerName]. Refer to the individual phases for additional detail.

A. **Phase – Pre-Qualification (All Proposers)**

**Electronic Copy naming convention for Pre-Qualification stage documents shall be: 603010_PreQual_ProposerName.pdf, except for Section 7 below.**

The following provides an outline of the mandatory information for proposal submission for all vendors for Pre-Qualification.

1. **Organizational Information**

a. Provide your organization's name, address, internet URL (if any), telephone and fax numbers, include the name, title, direct phone number and address, and E-mail address of the individual who will serve as your organization's primary contact.

b. Provide a brief description of your organization locally, statewide and nationally (if applicable). Include the year your firm was established. Also include gross revenues for 2010, 2011, and 2012 and your most recent Financial Statement.

c. Indicate if your firm has an office in Clark County and the year it was established, if any.

d. Indicate if your firm is a minority-owned business, women-owned business, physically challenged business, small business, or a Nevada business enterprise as defined in Exhibit B attached.

e. If the project is to be accomplished through an affiliation or joint venture of several firms, the names and address of those firms, shall be furnished for each.

f. Complete and submit the attached Disclosure of Ownership/Principals form with its proposal.

g. The PROPOSER'S ability to provide the required certificates of insurance as indicated Section 18 below. PROPOSER must provide a statement that firm can comply with insurance requirements.

h. Provide a statement as to local resources that would be utilized and the degree of the PROPOSER'S knowledge and familiarity with the local community's needs and goals.

i. List any other factor known to PROPOSER that could materially impair the ability of PROPOSER to carry out its duties and obligations under this Contract or that could materially affect OWNER'S decision.

2. **Executive Summary of Proposed Solution**

PROPOSER will fully describe their proposed solution and include which of the following options their proposed solution includes:

Option 1 - Fully integrated system (Business License & Land Management System)
Option 2 - Business License only (includes support for integration with a land management system)
Option 3 - Land Management only (includes support for integration with a business license system)

The Executive Summary should not contain marketing information beyond features and benefits of the proposed system. The Proposer will provide a concise summary of the proposal prepared in a way that it may be read independently of the rest of the proposal. The summary may describe:

a. Specific capabilities
b. Expertise and tools that the proposers offer that distinguishes themselves from their competitors
c. How the solution can be applied to Clark County, NV along with its benefits

d. Whether the solution presented is to be hosted by the Proposer or by Clark County

3. **Implementation Approach and Work Plan**

Describe in more detail the approach to the project. Include a preliminary project plan that includes:

a. PROPOSER'S concept of the project including the methodology to be used and the major deliverables to be produced.
b. Any assumptions.
c. Any constraints.

Preliminary proposed schedule (work plan) including tasks, milestones, dates for completion, OWNER and PROPOSER resource assignments, critical path and OWNER'S review cycles.
State why the PROPOSER is best suited to perform the services for this project.

4. **Experience**

a. Provide an overview and brief history of the firm and its experience with Land Management and Business License solutions:

i. Company breakdown of core focus areas
ii. Percentage of company is dedicated to Land Management and/or Business License solutions
iii. Percentage of your software development and consulting done offshore
iv. Total number of Land Management and/or Business License implementations and the number of active deployments completed within the last 12 months
v. List of Partners & description of partner certifications

b. Services Background and Clientele

<u>Services Background</u>

Provide examples of experience with implementation and systems integration services you provided to clients similar to Clark County, NV and of similar size (e.g., similar government entity breakdown and workflow):

i. Provided assistance in developing common processes across multiple business units and/or regions where the businesses previously were operating independently.
ii. Provided experience in industry best practices and business process redesign, while guiding the process to align to standard Business License and/or Land Management processes.
iii. Provided project assistance and execution of the aspects of Business License and Land management implementations
iv. Provided experience in industry best practices and business process redesign, while guiding the process to align to standard Business License and/or Land Management processes.
v. Integrated various systems into a centralized Land Management and/or Business License system while minimizing customization.
vi. Implemented the desired processes and systems without business interruptions.
Specifically include:
1. Background of the situation
2. The role the proposer played in the project
3. Length of engagement and Implementation outcome
4. Skill sets of consultants engaged and numbers employed
5. Key Success Indicators
6. Describe two integration issues encountered and how they were resolved

Client References

Clark County requires that Proposers provide client references that the County may contact, where the Proposer provided advisory, management, execution services supporting business systems integration in the past 24 months from the release of this RFP. The list of client references shall include 3-4 reference municipalities and at least two (2) contacts from each municipality. One reference shall include a project that started in 2012 or 2013 and is four to eight months into the process. Provide both a business and technical contact at each client who actively participated in the project. It is expected that Clark County will contact the references without the Proposer present in the discussion.

- Company name
- Project Description
- Description of Services Provided
- Implementation Date
- Number of Users
- Contact Names
- Project Roles
- Address
- Phone
- Email

5. **Staff Qualifications and Availability**

Proposers will provide the delineation of authority and responsibilities (Resource Plan) in performing the work described in the Proposal and identifying all key personnel, including, but not limited to, the proposer's project manager, proposer's staff, and County staff (as defined in the Scope of Work). Provide a functional resume describing the minimum experience the Proposer expects would be assigned to the project for the Proposer's key team members that includes:

a. Role (Number of years' experience working on similar projects)
b. Years of subject matter expertise
c. Title
d. Skills/area of expertise (Technical & Business)
e. Define whether the resource would be located offshore or in the US

6. **Documentation Samples**

Provide samples of the following documents:

a. Risk Management Plan and Register
b. Requirements Traceability Matrix
c. Change Management Plan
d. Any other documentation samples the Proposer would like to provide

7. **Project Cost Worksheet**

(To be provided on the attached MS Excel spreadsheet. Please print out a hard copy for the written proposal, and an electronic copy, in accordance with Section 8 Submittal Requirements.)

**Electronic Copy naming convention shall be: 603010_Cost Worksheet_ProposerName.xls**

Provide high-level costs for the proposed system. Include implementation and seven-year maintenance costs for the Proposer's recommended solution/configuration to include:

- Licensing
- Professional Services (breakout Training and Travel)
- Disaster Recovery
- Maintenance

Costs for suggested or alternate options may also be included. Refer to Cost Worksheet, tab 1.

8. **Pricing Description**

The Proposer shall provide a description of costs and pricing included in Cost Worksheet 1 as noted:

- All fees shall be identified as fixed or estimated
- Provide fully priced quotations, identifying direct and indirect costs, in U.S currency, exclusive of state and local taxes, which should be valid for 90 days.

a. Licensing – The Proposer will provide the pricing structure associated with the product licensing. This shall include the initial purchase of software product licenses (server and client) and annual maintenance costs associated with the duration of the contract, and the support costs associated.

b. Services – the Proposer will include the following in their cost proposal:

   i. All Professional services required to complete the project per the Scope of Work (SOW).

   ii. Travel and Training should be identified separately.

c. Disaster Recovery – Costs should include licensing and professional services per the SOW.

d. Maintenance Costs – Provide fist year maintenance costs for primary and any secondary supporting applications.

d. Standard Billing Rates – The Proposer will provide a proposed rate card that would be used to price any scope change (increase or decrease) or any incremental resources desired by Clark County for the duration of the project. The Rate Sheet should include a rate and a classification of role by skill level or responsibility. The Proposer will use the skill levels and definitions as defined in the proposer's response in the "Project Team Structure".

Note: Proposer must submit separate pricing structures for both vendor-hosted and Clark County hosted, if available and proposed. A fully detailed cost breakdown will be requested from selected Proposers in Evaluation Phase 3.

9. **Other**

Other factors the PROPOSER determines appropriate which would indicate to the OWNER that the PROPOSER has the necessary capability, competence, and performance record to accomplish the project in a timely and cost-effective manner

**Pre-Qualification Phase responses are due July 12, 2013 at 3:00:00 pm** in accordance with Section 8: Submittal Requirements, above.

## B. Phase 1 Evaluation (All Qualified proposers receiving a notification)

Phase 1 Evaluation Criteria will not be required unless you are notified by Clark County no later than July 26, 2013. PROPOSER may begin to prepare at any time, but only those firms that pass the Pre-Qualification Phase will be requested to submit for Phase 1. Phase 1 responses are due August 9, 2013.

The following table provides an outline of the mandatory information for proposal submission for all vendors for the first Phase of the Evaluation.

The following phase 1 deliverables and file naming conventions are identified below:

- Requirements Score Cards [603010_PH1_Req_ProposerName]
- Technical Questionnaire Response [603010_PH1_Tech_ProposerName]
- Reports Binder [603010_PH1_Reports_ProposerName]

**Chapter 1: BLITZ Requirements Score Cards – Phase 1 Criteria**

Complete the Phase 1 scorecard for the response option selected (Land, Business License or Integrated). Refer to the scorecard instruction sheet for detailed instructions. Note the following:

- The scorecard contains the following tabs:
  - Instruction Sheet
  - General Requirements
  - Use Cases
  - Technical Questionnaire (See Chapter 2)

- The response must fully describe/specify for each requirement how the proposed solution meets the goal/intention of the requirement or does not satisfy the requirement.
- Where NA is the response, a full description of all features that the software will not provide and all respects in which it will not satisfy the requirement must be provided.
- Use of a 3rd party partner must be identified in the score card.

**Chapter 2: Technical Response – Phase 1 Criteria**

The technical questionnaire is contained in the Technical tab of the BLITZ Requirements Score Card Phase 1. The proposer shall review the technical submission criteria for Phase 1 and supply responses within Chapter 2 of the proposal.

**Chapter 3: Standard Reports – Phase 1 Criteria**

Provide a separate binder containing an indexed listing describing pre-defined reports available "out of the box". Provide a sample of each report.

## C. Phase 2 Evaluation (Selected Proposers)

Phase 2 of the evaluation will take place in two parts. 1) Invited Proposers will submit a written response, as described below. 2) Proposers will also be scheduled for functional and technical demonstrations when they receive notification to participate in phase 2. Clark County expects that the onsite demonstrations will take two days to complete. To allow additional preparation time, functional demonstration scenarios will be provided to all qualified proposers during the Phase 1 Evaluation. However, only proposers advancing past Phase 1 will be invited to demonstrate.

The following phase 2 deliverables and file naming conventions are identified below:

- Technical Response [603010_PH2_Tech_ProposerName]
- Professional Services Response [603010_PH2_ProfServ_ProposerName]
- Ongoing Operations [603010_PH2_OngoingOps_ProposerName]
- On-site Demonstrations at Clark County

**Chapter 4: (Pre-Demonstration) Technical Response Score Card – Phase 2 Criteria**

The technical questionnaire is contained in the PH2_TechReq_Questionnaire document. The proposer shall review the technical submission criteria for Phase 2 and supply responses as Chapter 4 of the proposal. Refer to the instructions on the questionnaire.

**Chapter 5: (Pre-Demonstration) Professional Services Response**

1. Project Management

   The proposer shall provide the following:

   a. An overview of the Proposer's recommendation of the implementation and integration strategy.
   b. A recommended go-live approach (i.e. 'big bang', other) along with supporting justification and rationale.
   c. Considerations for completing specific activities in advance of cutover thereby limiting overall project risk.
   d. An explanation of how Proposer will work with CLARK COUNTY in a collaborative manner to reduce schedule, cost, and risk of this project.
   e. A proposal for how the overall health and success of the project can be monitored and measured.

2. Analysis

   a. Describe the methodology used to assist customers to adapt to a new system. Given the constraints, details and objectives of the project, describe the approach to the analysis required to share data, develop workflows, provide a single customer experience, and find agreement among the organizations participating in this project.
   b. Describe the methods used throughout the project to support culture change.

3. Data Conversion

The proposer is expected to provide Data Conversion services from existing systems. Given the background of existing systems and volume:

a. Identify the recommended approach to conversion and migration. Include a description of the conversion methodology and process, Include a description of the process for keeping new and old systems synchronized (if applicable), a description of any parallel processing supported/required, and a description of the quality assurance process to assure that all records have been converted correctly and fully.
b. The Proposer shall identify anticipated challenges, identify how often the recommended approach has been used in the past, and identify the success rate of the proposed approach.

4. Testing and Validation

Describe approach to testing the application including the development of test plans for system testing, integration testing, performance testing and regression testing.

5. Implementation
   a. Describe the software development and implementation methodology
   b. Discuss project management or implementation strategies or techniques that the Proposer intends to employ in carrying out the work
   c. Provide the strategy for maximizing end user productivity and minimizing disruption

6. Training

   a. Identify training that the Proposer will include and describe the approach to training.
   b. Identify the training methodologies, documentation and materials to be used.

7. Post-Implementation Support

Describe Go-Live support for deployment of the application; include warranty period/information.

**Chapter 6: Ongoing Operations**

1. Describe the costs, availability, options for levels of support, and the recommended level of support suggested for Clark County.
2. Identify the frequency of software updates based on the level of configuration and/or customization identified in the RFP.
3. Identify the amount of time, the number of technical staff, and number of operational staff that the County will need to support most software updates.
4. Identify the recommended the number of Clark County staff, roles, and skill sets required to support the recommended solution.

## D. Phase 3 Evaluation (Selected Proposers)

The following Phase 3 deliverables and file naming conventions are identified below:

- Detailed Cost Worksheets [603010_PH3_Cost_ProposerName]
- Proposed Contract with terms and conditions, Software License, etc. [603010_ProposedContract_ProposerName]
- Discovery (at County's option)

Note that the County will utilize the Client References provided by the proposer during pre qualification for potential follow up. The County may choose to perform additional reference checks including discussions and/or potential site visits with other government agencies that have implemented the proposed solution.

The intention of the County is to procure a functionally complete, cost effective Business Licensing and Land development system. The County Evaluation Team will ultimately decide upon and recommend the final software/implementation proposer. Final approval for the award of a contract lies solely with the County Manager and the County Board of Commissioners.

**Chapter 7 – Detailed Cost Evaluation**

1. A detailed cost breakdown for all work associated with this project, to include:
   a. Licensing – The Proposer will provide the pricing structure associated with the product licensing. This shall include the initial purchase of software product licenses (server and client) and annual maintenance costs associated with the duration of the contract, and the support costs associated.
   b. Reporting – The Proposer shall provide a flexible pricing structure for report development, including report development training and the cost of professional services to develop one hundred (100) medium to complex reports.
   c. Services – the Proposer will include the following in their cost proposal:
      i. All fees shall be identified as fixed or estimated
      ii. Provide fully priced quotations, identifying direct and indirect costs, in U.S currency, exclusive of state and local taxes, which should be valid for 90 days.
      iii. A detailed cost breakdown of all work associated with the project.
      iv. An outline of all assumptions including hourly rates, travel, supplies, and other out-of-pocket expenses.
   d. Standard Billing Rates – The Proposer will provide a proposed rate card that would be used to price any scope change (increase or decrease) or any incremental resources desired by Clark County for the duration of the project. The Rate Sheet should include a rate and a classification of role by skill level or responsibility. The Proposer will use the skill levels and definitions as defined in the proposer's response in the "Project Team Structure".

2. The Proposer shall also provide policies and expectations concerning Reimbursable Expenses and shall describe any applicable volume discount schedules or other discounts as appropriate.

**Chapter 8 – Proposed Contract**

Proposer shall submit their proposed contract and software license agreement for County review. The contract is submit to the review and approval of the District Attorney's office.

**Chapter 9 – Proposed Project Team**

Proposer shall provide the organization, staffing level, and resumes of specific proposed project team members.

**Chapter 10 – Discovery**

Phase 3 evaluation may include the proposer attending a one-day, on-site meeting with the County, which is known as a "Discovery" session. The proposer may be required to review their proposal in detail and may also be required to re-demonstrate parts of their software. A Request for Clarification (RFC) memo will be issued prior to this "Discovery" meeting to set the agenda, and a series of follow-up RFCs may be issued (as needed) after the Discovery session to clarify information presented to date.

The County may meet with the Proposer to address any issues and questions the County may have including, but not limited to, issues and questions regarding the software, software implementation / implementation services, training, contractual terms, and cost; specific business and/or legal issues; clarification and refinement of the Scope of Services; and an updated Cost Proposal if necessary.

Based on its participation in the software demonstrations, Project Manager will note areas, functions, and/or tasks that it feels the vendor did not adequately address or where further clarification is needed. Using this list, the County with the various Request For Clarification issues through the process.

This additional discovery may not be used if, at the end of the software demonstrations, one proposer appears to be most advantageous to the County. In this case, the County may commence negotiations with the proposer immediately.

# EXHIBIT A
# INSURANCE REQUIREMENTS

**TO ENSURE COMPLIANCE WITH THE CONTRACT DOCUMENT,** Error! Reference source not found. **SHOULD FORWARD THE FOLLOWING INSURANCE CLAUSE AND SAMPLE INSURANCE FORM TO THEIR INSURANCE AGENT PRIOR TO PROPOSAL SUBMITTAL.**

**A.** **Format/Time**: The Provider shall provide Owner with Certificates of Insurance, per the sample format (page B-3), for coverage as listed below, and endorsements affecting coverage required by this Contract within **ten (10) business days** after the award by the Owner. All policy certificates and endorsements shall be signed by a person authorized by that insurer and who is licensed by the State of Nevada in accordance with NRS 680A.300. All required aggregate limits shall be disclosed and amounts entered on the Certificate of Insurance, and shall be maintained for the duration of the Contract and any renewal periods.

**B.** **Best Key Rating**: The Owner requires insurance carriers to maintain during the contract term, a Best Key Rating of A.VII or higher, which shall be fully disclosed and entered on the Certificate of Insurance.

**C.** **Owner Coverage**: The Owner, its officers and employees must be expressly covered as additional insured's except on Workers' Compensation. The Provider 's insurance shall be primary as respects the Owner, its officers and employees.

**D.** **Endorsement/Cancellation**: The Provider 's general liability and automobile liability insurance policy shall be endorsed to recognize specifically the Provider's contractual obligation of additional insured to Owner and must note that the Owner will be given thirty (30) calendar days advance notice by certified mail "return receipt requested" of any policy changes, cancellations, or any erosion of insurance limits. Either a copy of the additional insured endorsement, or a copy of the policy language that gives Clark County automatic additional insured status must be attached to any certificate of insurance.

**E.** **Deductibles**: All deductibles and self-insured retentions shall be fully disclosed in the Certificates of Insurance and may not exceed $25,000.

**F.** **Aggregate Limits**: If aggregate limits are imposed on bodily injury and property damage, then the amount of such limits must not be less than $2,000,000.

**G.** **Commercial General Liability**: Subject to Paragraph 6 of this Exhibit, the Provider shall maintain limits of no less than $1,000,000 combined single limit per occurrence for bodily injury (including death), personal injury and property damages. Commercial general liability coverage shall be on a "per occurrence" basis only, not "claims made," and be provided either on a Commercial General Liability or a Broad Form Comprehensive General Liability (including a Broad Form CGL endorsement) insurance form. Policies must contain a primary and non-contributory clause and must contain a waiver of subrogation endorsement.

**H.** **Automobile Liability**: Subject to Paragraph 6 of this Exhibit, the Provider shall maintain limits of no less than $1,000,000 combined single limit per occurrence for bodily injury and property damage to include, but not be limited to, coverage against all insurance claims for injuries to persons or damages to property which may arise from services rendered by Provider and any auto used for the performance of services under this Contract.

**I.** **Professional Liability**: The Provider shall maintain limits of no less than $1,000,000 aggregate. If the professional liability insurance provided is on a Claims Made Form, then the insurance coverage required must continue for a period of two (2) years beyond the completion or termination of this Contract. Any retroactive date must coincide with or predate the beginning of this and may not be advanced without the consent of the Owner.

**J.** **Workers' Compensation**: The Provider shall obtain and maintain for the duration of this contract, a work certificate and/or a certificate issued by an insurer qualified to underwrite workers' compensation insurance in the State of Nevada, in accordance with Nevada Revised Statutes Chapters 616A-616D, inclusive, provided, however, a Provider that is a Sole Proprietor shall be required to submit an affidavit (Attachment 1) indicating that the Provider has elected not to be included in the terms, conditions and provisions of Chapters 616A-616D, inclusive, and is otherwise in compliance with those terms, conditions and provisions.

**K.** **Failure To Maintain Coverage**: If the Provider fails to maintain any of the insurance coverage required herein, Owner may withhold payment, order the Provider to stop the work, declare the Provider in breach, suspend or terminate the Contract, assess liquidated damages as defined herein, or may purchase replacement insurance or pay premiums due on existing policies. Owner may collect any replacement insurance costs or premium payments made from the Provider or deduct the amount paid from any sums due the Provider under this Contract.

**L.** **Additional Insurance**: The Provider is encouraged to purchase any such additional insurance as it deems necessary.

**M.** **Damages**: The Provider is required to remedy all injuries to persons and damage or loss to any property of Owner, caused in whole or in part by the Provider, their subcontractors or anyone employed, directed or supervised by Provider.

**N.** **Cost**: The Provider shall pay all associated costs for the specified insurance. The cost shall be included in the price(s).

**O.** **Insurance Submittal Address**: All Insurance Certificates requested shall be sent to the Clark County Purchasing and Contracts Division, Attention: Insurance Coordinator. See the Submittal Requirements Clause in the RFP package for the appropriate mailing address.

**P.** **Insurance Form Instructions**: The following information must be filled in by the Provider's Insurance Company representative:

1. Insurance Broker's name, complete address, phone and fax numbers.
2. Provider's name, complete address, phone and fax numbers.
3. Insurance Company's Best Key Rating
4. Commercial General Liability (Per Occurrence)
   - i. Policy Number
   - ii. Policy Effective Date
   - iii. Policy Expiration Date
   - iv. Each Occurrence ($1,000,000)
   - v. Damage to Rented Premises ($50,000)
   - vi. Medical Expenses ($5,000)
   - vii. Personal & Advertising Injury ($1,000,000)
   - viii. General Aggregate ($2,000,000)
   - ix. Products - Completed Operations Aggregate ($2,000,000)
5. Automobile Liability (Any Auto)
   - x. Policy Number
   - xi. Policy Effective Date
   - xii. Policy Expiration Date
   - xiii. Combined Single Limit ($1,000,000)
6. Worker's Compensation
7. Professional Liability
   - xiv. Policy Number
   - xv. Policy Effective Date
   - xvi. Policy Expiration Date
   - xvii. Aggregate ($1,000,000)
8. Description: RFP Number and Name of Contract (must be identified on the initial insurance form and each renewal form).
9. Certificate Holder:

   Clark County, Nevada
   c/o Purchasing and Contracts Division
   Government Center, Fourth Floor
   500 South Grand Central Parkway
   P.O. Box 551217
   Las Vegas, Nevada 89155-1217
10. Appointed Agent Signature to include license number and issuing state.

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: **If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed.** If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

**PRODUCER**

**1.** INSURANCE BROKER'S NAME
ADDRESS

CONTACT NAME:

PHONE (A/C No. Ext): BROKER'S PHONE NUMBER | FAX (A/C No.) BROKER'S FAX NUMBER

E-MAIL ADDRESS: BROKER'S EMAIL ADDRESS

**INSURED**

**2.** NAME
ADDRESS
PHONE & FAX NUMBERS

| INSURER(S) AFFORDING COVERAGE | NAIC # |
|---|---|
| INSURER A: | **3.** |
| INSURER B: | COMPANY'S |
| INSURER C: | |
| INSURER D: | BEST KEY |
| INSURER E: | |
| INSURER F: | RATING |

**COVERAGES** **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE | ADD'L INSR | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YY) | POLICY EXP (MM/DD/YY) | LIMITS | | |
|---|---|---|---|---|---|---|---|---|---|
| **4.** | GENERAL LIABILITY | X | | (A) | (B) | (C) | EACH OCCURRENCE | $(D) | 1,000,000 |
| | X COMMERCIAL GENERAL LIABILITY | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | $(E) | 50,000 |
| | CLAIMS-MADE X OCCUR. | | | | | | MED EXP (Any one person) | $(F) | 5,000 |
| | | | | | | | PERSONAL & ADV INJURY | $(G) | 1,000,000 |
| | | | | | | | GENERAL AGGREGATE | $(H) | 2,000,000 |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | | | PRODUCTS – COMP/OP AGG | $(I) | 2,000,000 |
| | POLICY X PROJECT LOC | | | | | | **DEDUCTIBLE MAXIMUM** | **$** | **25,000** |
| **5.** | AUTOMOBILE LIABILITY | X | | (J) | (K) | (L) | COMBINED SINGLE LIMIT (Ea accident) | $(M) | 1,000,000 |
| | X ANY AUTO | | | | | | BODILY INJURY (Per person) | $ | |
| | ALL OWNED AUTOS | | | | | | BODILY INJURY (Per accident) | $ | |
| | SCHEDULED AUTOS | | | | | | PROPERTY DAMAGE (Per accident) | $ | |
| | HIRED AUTOS | | | | | | | $ | |
| | NON-OWNED AUTOS | | | | | | **DEDUCTIBLE MAXIMUM** | **$** | **25,000** |
| **6.** | WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY Y/N | N/A | | | | | WC STATU-TORY LIMITS / OTHER | $ | |
| | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) describe under DESCRIPTION OF OPERATIONS below | | | | | | E.L. EACH ACCIDENT | $ | |
| | | | | | | | E.L. DISEASE – E.A. EMPLOYEE | $ | |
| | | | | | | | E.L. DISEASE – POLICY LIMIT | $ | |
| **7.** | PROFESSIONAL LIABILITY | | | (N) | (O) | (P) | AGGREGATE | $(Q) | 1,000,000 |
| | | | | | | | | | |

DESCRIPTION OF OPERATIONS / LOCATIONS I VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

**8.** RFP NO. 603010; BUSINESS LICENSE/LAND DEVELOPMENT SOFTWARE SYSTEM.

**9.** CERTIFICATE HOLDER

CLARK COUNTY, NEVADA
C/O PURCHASING AND CONTRACTS DIVISION
GOVERNMENT CENTER, FOURTH FLOOR
500 S. GRAND CENTRAL PARKWAY
P.O. BOX 551217
LAS VEGAS, NV 89155-1217

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**10.** AUTHORIZED REPRESENTATIVE

SAMPLE

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ACORD 25 (2010/05)

POLICY NUMBER: _____ COMMERCIAL GENERAL AND AUTOMOBILE LIABILITY

RFP NUMBER AND CONTRACT NAME:

**THIS ENDORSEMENT CHANGED THE POLICY. PLEASE READ IT CAREFULLY**

# ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE PART.

## SCHEDULE

Name of Person or Organization:

CLARK COUNTY, NEVADA
C/O PURCHASING & CONTRACTS DIVISION
500 S. GRAND CENTRAL PKWY 4TH FL
PO BOX 551217
LAS VEGAS, NEVADA 89155-1217

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

**WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization shown in the Schedule as an insured but only with respect to liability arising out of your operations or premises owned by or rented to you.**

**CLARK COUNTY, NEVADA, ITS OFFICERS, EMPLOYEES AND VOLUNTEERS ARE INSUREDS WITH RESPECT TO LIABILITY ARISING OUT OF THE ACTIVITIES BY OR ON BEHALF OF THE NAMED INSURED IN CONNECTION WITH THIS PROJECT.**

SAMPLE

# EXHIBIT B
## SUBCONTRACTOR INFORMATION

**DEFINITIONS:**

MINORITY OWNED BUSINESS ENTERPRISE (MBE): An independent and continuing **Nevada** business for profit which performs a commercially useful function and is at least 51% owned and controlled by one or more minority persons of Black American, Hispanic American, Asian-Pacific American or Native American ethnicity.

WOMEN OWNED BUSINESS ENTERPRISE (WBE): An independent and continuing **Nevada** business for profit which performs a commercially useful function and is at least 51% owned and controlled by one or more women.

PHYSICALLY-CHALLENGED BUSINESS ENTERPRISE (PBE): An independent and continuing **Nevada** business for profit which performs a commercially useful function and is at least 51% owned and controlled by one or more disabled individuals pursuant to the federal Americans with Disabilities Act.

SMALL BUSINESS ENTERPRISE (SBE): An independent and continuing **Nevada** business for profit which performs a commercially useful function, is **not** owned and controlled by individuals designated as minority, women, or physically-challenged, and where gross annual sales does not exceed $2,000,000.

NEVADA BUSINESS ENTERPRISE (NBE): Any Nevada business which has the resources necessary to sufficiently perform identified County projects, and is owned or controlled by individuals that are not designated as socially or economically disadvantaged.

VETERAN OWNED ENTERPRISE (VET): A Nevada business at least 51% owned/controlled by a veteran.

DISABLED VETERAN OWNED ENTERPRISE (DVET): A Nevada business at least 51% owned/controlled by a disabled veteran.

It is our intent to utilize the following MBE, WBE, PBE, SBE, and NBE subcontractors in association with this Contract:

☐ No MBE, WBE, PBE, SBE, or NBE subcontractors will be used.

1. Subcontractor Name:_____
   Contact Person:_____ Telephone Number:_____
   Description of Work:_____
   _____
   Estimated Percentage of Total Dollars:_____
   Business Type: ___ MBE ___ WBE ___ PBE ___ SBE ___ NBE

2. Subcontractor Name:_____
   Contact Person:_____ Telephone Number:_____
   Description of Work:_____
   _____
   Estimated Percentage of Total Dollars:_____
   Business Type: ___ MBE ___ WBE ___ PBE ___ SBE ___ NBE

3. Subcontractor Name:_____
   Contact Person:_____ Telephone Number:_____
   Description of Work:_____
   _____
   Estimated Percentage of Total Dollars:_____
   Business Type: ___ MBE ___ WBE ___ PBE ___ SBE ___ NBE

SAMPLE

**INSTRUCTIONS FOR COMPLETING THE**
**DISCLOSURE OF OWNERSHIP/PRINCIPALS FORM**

**Purpose of the Form**

The purpose of the Disclosure of Ownership/Principals Form is to gather ownership information pertaining to the business entity for use by the Board of County Commissioners ("BCC") in determining whether members of the BCC should exclude themselves from voting on agenda items where they have, or may be perceived as having a conflict of interest, and to determine compliance with Nevada Revised Statute 281A.430, contracts in which a public officer or employee has interest is prohibited.

**General Instructions**

Completion and submission of this Form is a condition of approval or renewal of a contract or lease and/or release of monetary funding between the disclosing entity and the appropriate Clark County government entity. Failure to submit the requested information may result in a refusal by the BCC to enter into an agreement/contract and/or release monetary funding to such disclosing entity.

**Detailed Instructions**

All sections of the Disclosure of Ownership form must be completed. If not applicable, write in N/A.

***Business Entity Type*** – Indicate if the entity is an Individual, Partnership, Limited Liability Company, Corporation, Trust, Non-profit Organization, or Other. When selecting 'Other', provide a description of the legal entity.

***Non-Profit Organization (NPO)*** - Any non-profit corporation, group, association, or corporation duly filed and registered as required by state law.

***Business Designation Group*** – Indicate if the entity is a Minority Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Small Business Enterprise (SBE), or Physically-Challenged Business Enterprise (PBE). This is needed in order to provide utilization statistics to the Legislative Council Bureau, and will be used only for such purpose.

**Minority Owned Business Enterprise (MBE):**

An independent and continuing business for profit which performs a commercially useful function and is at least 51% owned and controlled by one or more minority persons of Black American, Hispanic American, Asian-Pacific American or Native American ethnicity.

**Women Owned Business Enterprise (WBE):**

An independent and continuing business for profit which performs a commercially useful function and is at least 51% owned and controlled by one or more women.

**Physically-Challenged Business Enterprise (PBE):**

An independent and continuing business for profit which performs a commercially useful function and is at least 51% owned and controlled by one or more disabled individuals pursuant to the federal Americans with Disabilities Act.

**Small Business Enterprise (SBE):**

An independent and continuing business for profit which performs a commercially useful function, is not owned and controlled by individuals designated as minority, women, or physically-challenged, and where gross annual sales does not exceed $2,000,000.

***Business Name (include d.b.a., if applicable)*** – Enter the legal name of the business entity and enter the "Doing Business As" (d.b.a.) name, if applicable.

***Corporate/Business Address, Business Telephone, Business Fax, and Email*** – Enter the street address, telephone and fax numbers, and email of the named business entity.

***Local Business Address, Local Business Telephone, Local Business Fax, and Email*** – If business entity is out-of-state, but operates the business from a location in Nevada, enter the Nevada street address, telephone and fax numbers, point of contact and email of the local office. Please note that the local address must be an address from which the business is operating from that location. Please do not include a P.O. Box number, unless required by the U.S. Postal Service, or a business license hanging address.

***Number of Clark County Nevada Residents employed by this firm.***

***List of Owners/Officers*** – Include the full name, title and percentage of ownership of each person who has ownership or financial interest in the business entity. If the business is a publicly-traded corporation or non-profit organization, list all Corporate Officers and Directors only.

***For All Contracts*** – **(Not required for publicly-traded corporations)**

1) Indicate if any individual members, partners, owners or principals involved in the business entity are a Clark County full-time employee(s), or appointed/elected official(s). If yes, the following paragraph applies.

   In accordance with NRS 281A.430.1, a public officer or employee shall not bid on or enter into a contract between a government agency and any private business in which he has a significant financial interest, except as provided for in subsections 2, 3, and 4.

2) Indicate if any individual members, partners, owners or principals involved in the business entity have a second degree of consanguinity or affinity relation to a Clark County full-time employee(s), or appointed/elected official(s) (reference form on Page 2 for definition). If **YES**, complete the Disclosure of Relationship Form. Clark County is comprised of the following government entities: Clark County, University Medical Center of Southern Nevada, Department of Aviation (McCarran Airport), and Clark County Water Reclamation District. Note: The Department of Aviation includes all of the General Aviation Airports (Henderson, North Las Vegas, and Jean).

A professional service is defined as a business entity that offers business/financial consulting, legal, physician, architect, engineer or other professional services.

***Signature and Print Name*** – Requires signature of an authorized representative and the date signed.

***Disclosure of Relationship Form*** – If any individual members, partners, owners or principals of the business entity is presently a Clark County employee, public officer or official, or has a second degree of consanguinity or affinity relationship to a Clark County employee, public officer or official, this section must be completed in its entirety.

# DISCLOSURE OF OWNERSHIP/PRINCIPALS

| Business Entity Type | | | | | | |
|---|---|---|---|---|---|---|
| ☐ Sole Proprietorship | ☐ Partnership | ☐ Limited Liability Company | ☐ Corporation | ☐ Trust | ☐ Non-Profit Organization | ☐ Other |

| Business Designation Group | | | | | |
|---|---|---|---|---|---|
| ☐ MBE | ☐ WBE | ☐ SBE | ☐ PBE | ☐ | ☐ |
| Minority Business Enterprise | Women-Owned Business Enterprise | Small Business Enterprise | Physically Challenged Business Enterprise | | |

| | | |
|---|---|---|
| Corporate/Business Entity Name: | | |
| (Include d.b.a., if applicable) | | |
| Street Address: | | Website: |
| City, State and Zip Code: | | POC Name and Email: |
| Telephone No: | | Fax No: |
| Local Street Address: | | Website: |
| City, State and Zip Code: | | Local Fax No: |
| Local Telephone No: | | Local POC Name Email: |
| Number of Clark County Nevada Residents Employed: | | |

**All entities**, with the exception of publicly-traded and non-profit organizations, must list the names of individuals holding more than five percent (5%) ownership or financial interest in the business entity appearing before the Board.

**Publicly-traded entities and non-profit organizations shall list all Corporate Officers and Directors** in lieu of disclosing the names of individuals with ownership or financial interest. The disclosure requirement, as applied to land-use applications, extends to the applicant and the landowner(s).

**Entities** include all business associations organized under or governed by Title 7 of the Nevada Revised Statutes, including but not limited to private corporations, close corporations, foreign corporations, limited liability companies, partnerships, limited partnerships, and professional corporations.

| Full Name | Title | % Owned (Not required for Publicly Traded Corporations/Non-profit organizations) |
|---|---|---|
| | | |
| | | |
| | | |

*This section is not required for publicly-traded corporations*.

1. Are any individual members, partners, owners or principals, involved in the business entity, a Clark County, University Medical Center, Department of Aviation, or Clark County Water Reclamation District full-time employee(s), or appointed/elected official(s)?

   ☐ Yes ☐ No (If yes, please note that County employee(s), or appointed/elected official(s) may not perform any work on professional service contracts, or other contracts, which are not subject to competitive bid.)

2. Do any individual members, partners, owners or principals have a spouse, registered domestic partner, child, parent, in-law or brother/sister, half-brother/half-sister, grandchild, grandparent, related to a Clark County, University Medical Center, Department of Aviation, or Clark County Water Reclamation District full-time employee(s), or appointed/elected official(s)?

   ☐ Yes ☐ No (If yes, please complete the Disclosure of Relationship form on Page 2. If no, please print N/A on Page 2.)

I certify under penalty of perjury, that all of the information provided herein is current, complete, and accurate. I also understand that the Board will not take action on land-use approvals, contract approvals, land sales, leases or exchanges without the completed disclosure form.

| | |
|---|---|
| Signature | Print Name |
| Title | Date |

# DISCLOSURE OF RELATIONSHIP

**List any disclosures below:**
**(Mark N/A, if not applicable.)**

| NAME OF BUSINESS OWNER/PRINCIPAL | NAME OF COUNTY* EMPLOYEE/OFFICIAL AND JOB TITLE | RELATIONSHIP TO COUNTY* EMPLOYEE/OFFICIAL | COUNTY* EMPLOYEE'S/OFFICIAL'S DEPARTMENT |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

* County employee means Clark County, University Medical Center, Department of Aviation, or Clark County Water Reclamation District.

"Consanguinity" is a relationship by blood. "Affinity" is a relationship by marriage.

"To the second degree of consanguinity" applies to the candidate's first and second degree of blood relatives as follows:

- Spouse – Registered Domestic Partners – Children – Parents – In-laws (first degree)
- Brothers/Sisters – Half-Brothers/Half-Sisters – Grandchildren – Grandparents – In-laws (second degree)

---

***For County Use Only:***
If any Disclosure of Relationship is noted above, please complete the following:

☐ Yes ☐ No Is the County employee(s) noted above involved in the contracting/selection process for this particular agenda item?
☐ Yes ☐ No Is the County employee(s) noted above involved in anyway with the business in performance of the contract?

Notes/Comments:

_____
Signature

_____
Print Name
Authorized Department Representative

# DISCLOSURE OF RELATIONSHIP

***For County Use Only:***
If any Disclosure of Relationship is noted above, please complete the following:
☐ Yes ☐ No Is the County employee(s) noted above involved in the contracting/selection process for this particular agenda item?
☐ Yes ☐ No Is the County employee(s) noted above involved in anyway with the business in performance of the contract?
Notes/Comments:

_____
Signature

_____
Print Name
Authorized Department Representative

---

***For County Use Only:***
If any Disclosure of Relationship is noted above, please complete the following:

☐ Yes ☐ No Is the County employee(s) noted above involved in the contracting/selection process for this particular agenda item?
☐ Yes ☐ No Is the County employee(s) noted above involved in anyway with the business in performance of the contract?

Notes/Comments:

_____
Signature

_____
Print Name
Authorized Department Representative

---

***For County Use Only:***
If any Disclosure of Relationship is noted above, please complete the following:

☐ Yes ☐ No Is the County employee(s) noted above involved in the contracting/selection process for this particular agenda item?
☐ Yes ☐ No Is the County employee(s) noted above involved in anyway with the business in performance of the contract?

Notes/Comments:

_____
Signature

_____
Print Name
Authorized Department Representative

CLARK COUNTY, NEVADA – BLITZ PROJECT RFP SOW #603010-13

# Exhibit C. Business Licensing & Land Development Services – Systems Replacement Project Scope of Work

The intent of this document is to provide project background and define the scope of work for software and implementation services to replace Clark County's existing land management and business license systems. The County refers to this effort as the BLITZ (**B**usiness **L**icensing Inspection permi**T**s **Z**oning) Project.

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# 1 INTRODUCTION

Clark County, Nevada has several entities responsible for zoning, building, fire and life safety, civil engineering, water reclamation, code enforcement, and business license. Several software applications are used today to manage their work efforts and provide services to the community. The intent of this document is to provide background and project information and to request proposals for software and implementation services to replace Clark County's existing land management and business license systems. The County refers to this effort as the BLITZ Project, which stands for the Clark County – **B**usiness **L**icensing **I**nspection permi**T**s **Z**oning System.

# 2 BACKGROUND

## 2.1 CLARK COUNTY BUSINESS LICENSING, PUBLIC RESPONSE, & LAND DEVELOPMENT ENTITIES

Clark County provides a wide range of services designed to advance development and public safety. These departments and agencies are responsible for coordination of all land development and business licensing services in unincorporated Clark County, Nevada. The following table and sections provide a brief description of the mission and services provided by each department participating in this project. Descriptions of the principal processes for each of these entities are provided in Section 7 – Current Processes.

Although the Public Response Office does not have responsibility for land development services, they share the same system (NaviLine) with the County Land Development entities. For the purposes of this RFP, Public Response Office requirements, although listed separately must be included with the response for Land Development.

**Table 1Clark County Business Licensing, Public Response, and Land Development Entities**

| Business Licensing | Public Response | Land Development Organizations |
|---|---|---|
| • Business License | • Public Response Office | • Building Department<br>• Fire Prevention Bureau<br>• Comprehensive Planning<br>• Public Works Department<br>• Water Reclamation District |

### 2.1.1 BUSINESS LICENSING

The **BUSINESS LICENSE DEPARTMENT** ensures public health and safety through the licensure and regulation of businesses operating in unincorporated Clark County. The department issues general, regulated, and privileged business licenses. The license application process, based on state and local regulatory requirements, includes inspections by health and safety departments and verification of proper licensures and/or approval from other regulatory agencies. In addition, the department is responsible for collecting a wide variety of fees and taxes including general business, liquor, gaming, utility, telecommunication and transient lodging. During Calendar Year 2012, the department collected $651 million. Fee and tax types includes various flat fees, quantity based, and gross receipt tax at graduated tax rates. In addition to the primary licensing task, the department is responsible for issuing permits and approvals for special events, temporary activities and filming.

The Business License Department has approximately 24 mobile users, 42 non-mobile users (internal staff). Extranet user counts vary but can be up to 300 additional users. The majority of these users are land development and public response staff (68-350 total user count).

### 2.1.2 PUBLIC RESPONSE

The **PUBLIC RESPONSE OFFICE** provides a centralized service to receive citizen complaints, requests, and inquiries related to zoning, building, solid waste, sign enforcement, graffiti, and other issues regarding the enforcement of County codes.

The Public Response user count is approximately 23, with 11 additional staff from Animal control and Administrative Services (34 total user count).

### 2.1.3 LAND DEVELOPMENT

The mission of the Clark County **COMPREHENSIVE PLANNING DEPARTMENT** is to develop and implement land use, zoning and growth plans and programs for a diverse, vibrant community. It provides information on current planning, which deals with zoning and development reviews and comprehensive planning, which deals with long range planning issues and data. The core services are land use planning, growth management, population and demographics, impact assessment, public participation/outreach, zoning administration, regional (advanced) planning, federal lands management, transportation planning, the desert conservation program, and nuclear waste program oversight.

The Development Review Division of the **PUBLIC WORKS DEPARTMENT** is responsible for providing professional and technical engineering services for the planning and design of off-site improvements to ensure that public infrastructure is built to County Code. Development Review works closely with other County departments including Comprehensive Planning and the Building Department as well as other

public agencies such as the Regional Transportation Commission, Regional Flood Control District and the Nevada Department of Transportation in the technical study and improvement plan review.

The Clark County **BUILDING DEPARTMENT** is responsible for ensuring public safety through the effective enforcement of development, and construction standards. Services provided include issuance of permits, plan reviews, and inspection services for conformity to codes. The Building Department is the primary regulator of building code compliance in the development community. Construction and development projects are monitored through each phase of construction by the distinct divisions within the Building Department; Plan Submittal, Plan Review, Engineering, Permit Issue, Inspections, Records and Code Enforcement.

The **FIRE PREVENTION BUREAU** issues construction permits, renewable operational permits, temporary and special event permits, and performs code enforcement activities in support of fire code compliance, and fire and life safety concerns. Permitting activities include Application & Plan Submittal, Plan Review, Inspections, Permit Issuance, Records and Code Enforcement functions.

The **WATER RECLAMATION DISTRICT** is responsible for wastewater treatment and reclamation in all of the unincorporated areas of Clark County. Service is currently provided to the outlying communities of Laughlin, Searchlight, Moapa Valley, Indian Springs, and Blue Diamond.

The total **LAND DEVELOPMENT USER COUNT** is approximately 345 as follows:

**Table 2 Land Development User Count Breakdown**

| | |
|---|---|
| 132 | Inspectors |
| 54 | Plans Reviewers |
| 130 | Administration/Management |
| 11 | Information Technology |
| 18 | Other – supporting departments/organizations |

### 2.1.4 VOLUME OF SERVICES PROVIDED

The following tables provide various department service volumes.

**Table 3Business License Department Service Summary**

| Service | 2012 | 2011 | 2010 |
|---|---|---|---|
| **Business License Applications** | 9736 | 9817 | 10421 |
| **Annual Revenue Collected** | $651mil. | $638mil | $591mil. |
| **Active Businesses** | 41,207 | 41716 | 40,514 |
| **Active Licenses** | 54,546 | 54914 | 53,854 |
| **Renewals Processed** | 91,500 | 92,000 | 94,500 |

Table 4 Public Response Service Summary

| Service | 2012 | 2011 | 2010 |
|---|---|---|---|
| Public Response Cases | 11516 | 12172 | 12165 |

Table 5Land Development Service Summary

| Service | 2012 | 2011 | 2010 |
|---|---|---|---|
| Land Use Applications | 1618 | 1458 | |
| Public Hearing Notices | 129311 | 126165 | |
| Planner Appointments (Land) | 1570 | | |
| Tortoise Mitigation Forms | | | 115 |
| Building Permits Issued | 43742 | 38907 | |
| Permitted Building Inspections | 213167 | 150780 | |
| Building Record Requests | 7692 | 3756 | |
| Fire Plan Reviews (Applications) | 12047 | 11323 | |
| Renewable Permits Issues/Renewed | 4891 | 3454 | |
| Fire Code Inspections | 40662 | 34778 | |

## 2.2 EXISTING SYSTEMS

The County currently uses the SunGard NaviLine and Iron Data CLIPS systems for processing the core functions of Business Licenses, Land Use, Zoning, Trade Licenses, Permits, Cases, Service Requests and Appeals.

### 2.2.1 BUSINESS LICENSE SYSTEM – CLIPS

The Comprehensive License Information Processing System (CLIPS) is the current licensing, audit, collections, finance and code enforcement system used by the Department of Business License. The County runs an adapted version from the main Iron Data product that has been significantly customized by the developer and County programming staff. It is coded using the ASP framework. Data is written to a MS SQL database and the system runs on Microsoft Windows 2003 servers. There are approximately over 500+ tables of data within the database. CLIPS gathers requested data from Production (live data) and non-Production internal systems. CLIPS utilizes Melissa Data Suites to verify and format address and Clark County GIS to populate fields for parcel numbers and commission districts. Custom reports are designed using SQL Reports and Crystal Reports Version 2008 and run from Crystal Enterprise; both read data from the CLIPS SQL database. Note: Business License currently uses a third party payment

processor but will move to the County ePayment credit card processor, as shown in Figure 1, when implemented.

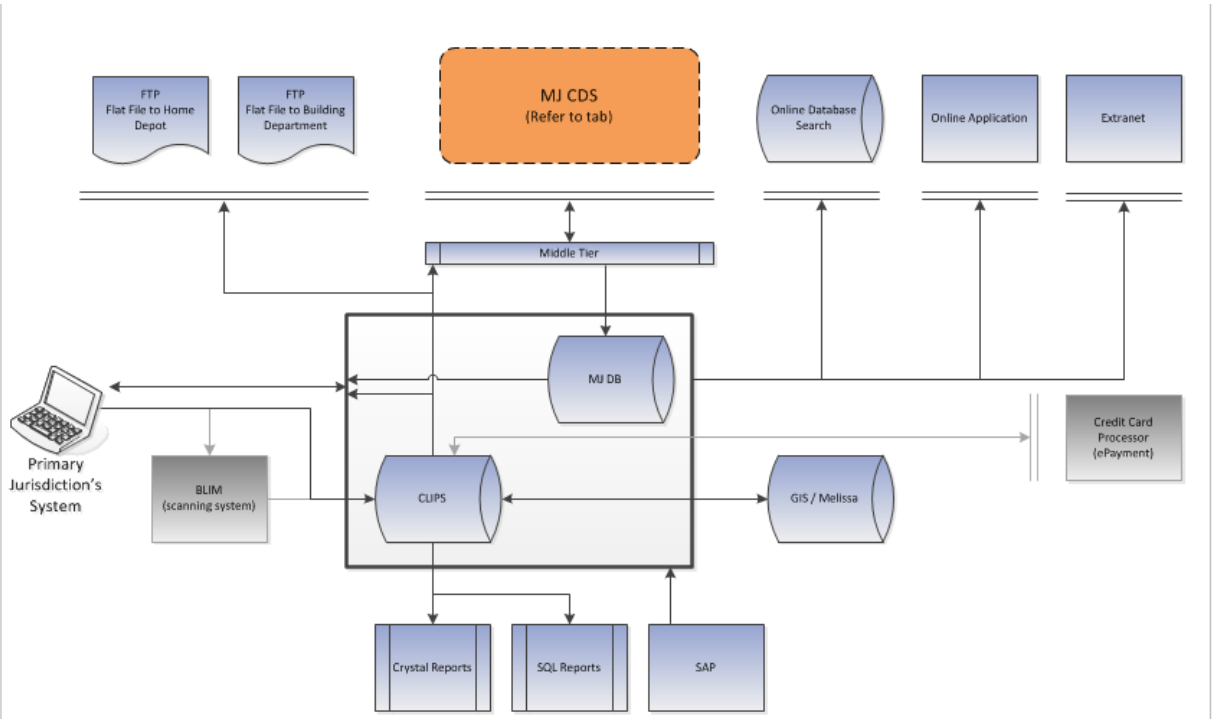


Figure 1Business License System Overview

CLIPS has four primary areas of data sharing in addition to a Multi-jurisdictional business license data exchange:

1. **Online Services:** CLIPS is integrated with a web service, allowing the sharing of data, for entry points outside of the CLIPS application itself. CLIPS talks to a web service, written in DOT Net, in order to transmit and receive data from the user interface used as ~~the~~ online services (for receipt of applications, payments and business license changes via web) and the customer profile(shopping cart and customer profile management).
2. **Extranet:** The **extranet** allows designated Users, in serial or sequential order, access to specific data and to complete a step within a workflow. This includes required comments, status updates, approvals and denials. There is specifically designated data that is shared via this interface based on the login provided.
3. **Online Database Search: Public data** is stored in a separate database outside of the internal network, allowing Business License to provide specific business data to the public- via the Clark County website-while making sure there are no security issues with access to information. This is a subset of information exchanged via a web service from the CLIPS database.

4. **FTP Data Exchange:** A weekly batch process inputs specified data into a flat file for FTP transferring to the Building Department and to Home Depot to provide customers the convenience of accessing their building permits remotely.

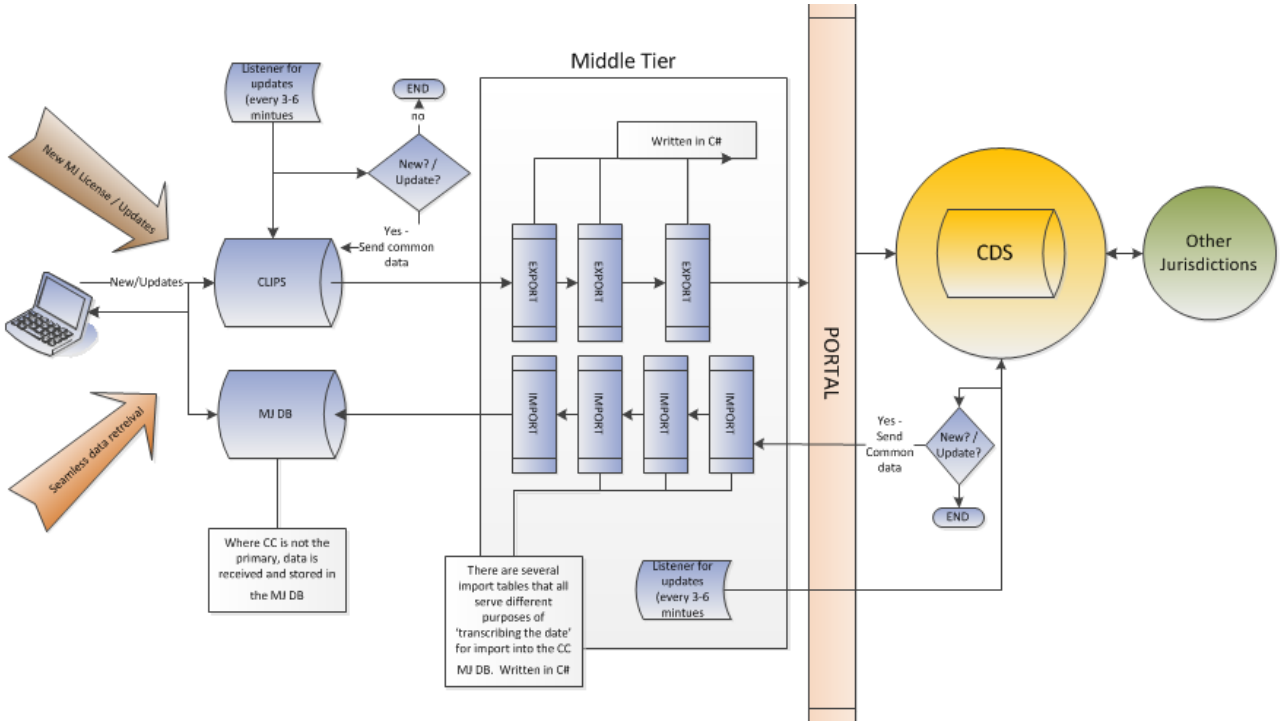


Figure 2CLIPS Multi-Jurisdictional Business License Data Exchange System Overview (MJ-CDS)

**CLIPS Multi-Jurisdictional Business License Data Exchange:** The County also participates in a multi-jurisdictional (MJ) business license initiative that allows exchange of shared business license data between all participating jurisdictions (i.e. Henderson, Las Vegas, etc.) This required the development and support of a "middle tier" interface to facilitate rules-based data exchange between the Clark County business license system and the centralized multi-jurisdiction database (CDS) hosted by the City of Henderson. The first phase of this initiative is complete; a second phase, to facilitate additional license types, is currently in the planning stages.

- **For Business Licenses where Clark County is the Primary Jurisdiction** – New or updated application for MJ License are stored and updated in the current CLIPS database. Stored database procedures and triggers "listen" (every 3-6 minutes) for MJ license updates. When an update is made, the common data is pushed to the exporting tables (within the Middle Tier) for transcribing and pushing to the CDS. Clark County has no direct communication with the CDS; all communication is through the County's middle tier web service.
- **For Business Licenses where Clark County is not the primary jurisdiction** – The system "listens" (every 3-6 minutes) for updates by other (primary) jurisdictions; when found, this triggers a pull of the common data from the CDS (via the County's middle tier web service). Note that the trigger is associated with the generation of a new/updated license that

indicates additional (secondary) business in Clark County. The data is imported into several tables, which transform the data for storage in the County's MJ DB. Note that this database is separate database from the current CLIPS database. The information stored is 'common data' for the license; license information cannot be updated by the non-primary jurisdiction.

- **Business License Data Requests** – When a Clark County user, requests information regarding a MJ License, the query searches both the current CLIPS database and the MJ DB for the record. Where Clark County is not the primary, only common data is retrieved and displayed. Where Clark County is the Primary jurisdiction, all information regarding the license is retrieved and displayed, including fee and payment information for all Jurisdictions.

### 2.2.2 LAND DEVELOPMENT/PUBLIC RESPONSE SYSTEM – NAVILINE

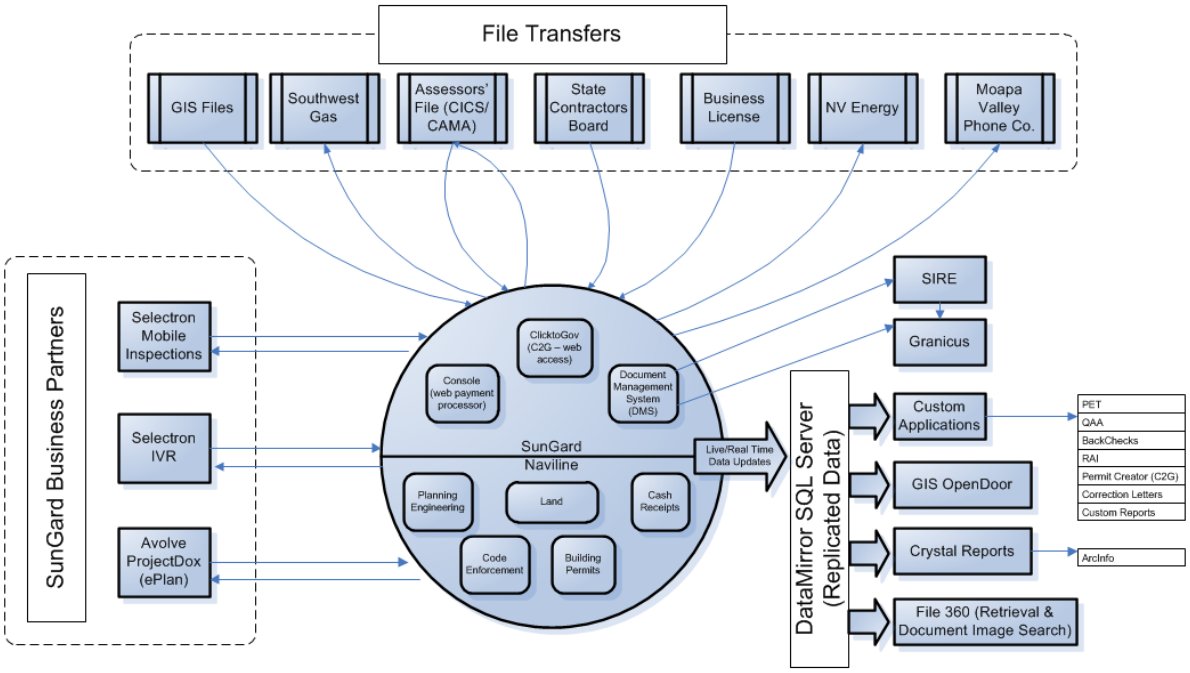


**Figure 3 Land Development System Overview**

The County "Land Development System" is comprised of four separate SunGard NaviLine modules: Planning and Engineering, Building Permits, Cash Receipts, and Code Enforcement. A fifth module, the NaviLine Land Management module bridges and is required by all the other Land Development modules. The system runs on an IBM system iSeries server and a DB2 database.

Supporting components interface with the NaviLine Building Permits module to provide enhanced functionality: Click-2-Gov, which provides Internet access to status information and inspection

scheduling, and Selectron's Integrated Voice Response (IVR) component, which supports scheduling and permit status functions over the telephone. Electronic plan review functionality is provided through a third party vendor (ProjectDox) and is integrated with Building Permits. The Mobile Inspections component (Selectron) interfaces with the Building Permits module and the Click-2-Gov component. The components each have development, test, and production environments and run on their own servers. Other interfaces and functions include:

1. SunGard NaviLine interfaces with Console, which is the web payment processor and with the Document Management System (DMS), which is used to save documents related to an application.
2. SunGard NaviLine replicates to SQL Server in real-time using Data Mirror. SQL Server interfaces with Crystal Reports, the Open Door GIS system, and File 360, geographic information, PC/BCC meeting notices and recommendation sheets.
3. SQL Server also provides NaviLine data needed for many Custom Applications:
    a. PET which reflects assignments and timelines
    b. BackChecks which is an updated version of PET
    c. QAA which reflects contract with 3rd party
    d. RAI which uploads notices and violations to customer
    e. Permit Creator (Click to Gov) which uploads online permits to the customer
    f. Correction Letters – uploads correction/rejection letters to customer from DMS.
4. SunGard NaviLine interfaces with SIRE, to provide agenda information and Granicus, to provide project conditions. However, the data transfer to Granicus is often just manually copied and pasted.
5. SunGard NaviLine retrieves updated location data on new or changed parcels or addresses from the Assessor's system.
6. SunGard NaviLine retrieves Business License and Nevada State Contractors Board Files, which contain contractor data.
7. SunGard NaviLine provides files to Southwest Gas and NV Energy, which contains inspection information and to the Moapa Valley Phone Company.

Section 12 – BLITZ System Interfaces – Current and Proposed, provides additional information on supporting component applications and interfaces.

### 2.2.3 CURRENT CLARK COUNTY IT STANDARDS

**Table 6 Current Clark County Preferred Technology Standards**

| | |
|---|---|
| **Intel Servers:** | → Preference - VMware virtual servers<br>→ Physical Server - Dell PowerEdge r720<br>→ Blade Servers - HP BL460 G8 |
| **Operating Systems:** | → Microsoft Windows 2008r2<br>→ Microsoft Windows 2012 |
| **Red Hat Linux 6 Enterprise** | |
| **IBM System P Servers:** | → IBM p7-740 |
| **Operating Systems:** | → IBM AIX 7.x |
| **Database Environment:** | → Enterprise Oracle 11g<br>→ Enterprise SQL Server 2008<br>→ Enterprise SQL Server 2012 |
| **Storage:** | → Fiber Channel Attached SAN Storage (boot from SAN)<br>→ Enterprise CIFS and NFS shares available |
| **Network Routing/Switching:** | → Cisco 6500s<br>→ Preference - 1Gb and 10Gb Fiber<br>→ 1Gb copper |
| **Load balancing:** | → F5 Big-Ip – Available on internal and DMZ networks |
| **Email:** | → Microsoft Exchange 2010 |
| **GIS environment:** | → ArcSDE 10.1<br>→ ArcServer 10.1 (Service Pack 4)<br>→ ArcInfo 10.1 (SP4)<br>→ Pictometry Online (POL) |

## 2.3 CURRENT SYSTEM KEY PROBLEMS AND CHALLENGES

Each of the departments performs a critical role in the overall process required to manage the land development and business licensing functions within the County. These departments work independently, whether using the same suite of applications or not.

Within the current setup, there exist several challenges:

- Limitations in the current software solutions/technology result in the inability to meet existing and future business needs
- Manual processes are used to support many services given the limitations and difficulty of working with these systems (i.e. many applications are submitted via paper instead of electronically)

- Adequate reports are not available from either system. Some predefined reports are available, but generally do not capture information at the level needed. To create reports and mine data requires skilled staff to understand the system. This limits the ability for end users to quickly obtain reports they need for decision-making and program oversight.
- The business license system (CLIPS) and the land management system (NaviLine) are not integrated and, and as a result, the departments are unable to share data and communicate effectively.
- Departments using the same land management system are using it independently (i.e. building uses many of the same contractor/company entries fire department uses, but does not utilize the same record of entry. Therefore, two entries may exist for the same company).
- Modules are not cohesive and are separated within the land management system. This results in the inability to manage assignments effectively (i.e. code enforcement module is separate from permitting module and management cannot view a staff member's assignments in one place).
- Lack of common or shared data in both systems results in duplicate and inconsistent data entry and multiple submittals by the customer.
- The land development system requires Report Program Generator (RPG) programming skills to support modifications implemented by several Clark County departments. This programming language is not widely used throughout Clark County and therefore makes it difficult to support.
- The land development system runs on the IBM i Power Systems platform which is due for replacement in 2013/14; it is primarily used to operate the land development software and costly to replace.
- The business license system is coded using the ASP framework, which is a relatively older technology (10+ years).The ASP applications within CLIPS are complex and difficult to maintain; County development staff spends an extensive amount of time debugging, maintaining and enhancing the current system.

## 2.4 BUSINESS OPPORTUNITIES

All of the departments using both systems have expressed the desire to work more collaboratively with each other to reduce duplicate data entry, maximize workflow between departments, and address the customer's needs more effectively. They are committed to the assessment and possible change of their operational processes to match industry best practices. By implementing a new, modern, and integrated business licensing and land development system, the County expects to improve services provided to all customers.

The following are examples of functions needed to address customer support, productivity, and administration:

*Service Guide* – Offer customers an interactive tool/wizard to identify requirements and guide the application process for business license and land development services.

*Online Services Portal* – Establish a 24/7 ability for businesses and citizens to manage their account information and apply for, renew, search and manage business licenses and land development applications using a simple, easy to use web feature. Online services include application submittal, inspection scheduling, communications, plan review, electronic payments, and complaint submittal.

*Specification Libraries* – Ability to link plans to specifications contained in a general library or to a proprietary specification uploaded (and controlled by) the customer. Libraries should be linked to a safety recall system so that systems using recalled parts can be quickly identified.

*Mobile Services* – Use mobile services to improve workflow efficiency, facilitate more agile inspection services, increase inspection quality and consistency, and to provide real-time availability of inspection results. Eliminate down time and minimize travel to and from the office. Improve inspection monitoring, tracking, and enforcement capabilities.

*Workload and Schedule Management* – Ability to aggregate and manage workloads to support business goals and service levels. Minimize staff down time by employing both calendar and task-based workload automation and balancing. Simplify workload management by providing real-time alerts, user notifications, and self-monitoring that allow both staff and management to participate in workload and schedule development.

*Case Management* – Ability to process, track and communicate licensing, compliance, investigative and enforcement issues by license, owner, and location both internally and among enterprise departments.

*Paperless Communication* – Ability to communicate paperless information to and from partner agencies, licensees, and citizens to optimize customer service.

*Tax Collection Validation* – Ability to perform paperless audits of self-reported tax collection. Including the ability to develop annual audit plans and select/flag audits through analytical procedures, as well as, the ability for field auditors and supervisors to manage all aspects of the audit process including assignment, fieldwork, interim review, final review, correction and final audit billing as part of a seamless electronic process.

*Management/Quality Assurance* – Ability to ensure the quality and effectiveness of services provided through a results oriented management process that allows for the systematic evaluation of organizational effectiveness, efficiency and productivity using reports and customizable dashboards.

*Accounting* – Ability to process, record, report and transmit payment transactions in accordance with General Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), Payment Card Industry (PCI), Nevada Revised Statues (NRS) and Clark County Code. In addition, the system must have the ability to interface with the County's accounting system (SAP).

*Integration Capabilities* - Ability to integrate with other systems easily, including agenda development, GIS, imaging, and other enterprise departments as well as support for multi-jurisdictional initiatives.

*Administrative Flexibility* – Ability to easily add or modify workflows, fees, fee periods, security, roles, processes, rules, documents, reports, data downloads, and related activities through an administrative function.

*Historical Data Access* – Provide easy user access to prior history and planning information/full data conversion/all data *accessible* as specified.

Reporting –Provide a selection of canned reports, an easy user interface to create ad hoc reports using field selection and filter criteria, and an open interface to design reports using 3rd party reporting tools.

## 2.5 NATURE OF THE DESIRED SOLUTION

The County envisions a model that is workflow-driven, efficient, effective, and provides a customer friendly experience.

Customers will be able to submit applications and plans, track application/plan approval status, pay fees, submit changes (e.g. location, address and owners), and manage their customer information "accounts" through and easy to use online portal. Whenever possible, data verification and error responses will be used. Processes will drive workflows and staff will receive notifications and tasks based on the workflow. Staff will request additional information, corrections, or ask questions electronically or through print media to communicate with customers.

Customers will be able to track the status of all applications through their online "account". This portal will allow customers to make online payments, submit materials, schedule and cancel inspections and/or appointments, and review project documentation, etc. This "customer centric" system should require minimal "driving" of the process by the customer beyond the initial application. Online wizards to assist citizens in understanding service processes and license requirements will be available.

Customers will be able to submit and track code enforcement complaints (even anonymously) online. Customers or County staff shall be able to select the complaint location on a map and attach image/audio/video/document files to a complaint. A code enforcement case can be created for each complaint, multiple cases can be referenced to a complaint, and duplicate complaints can be identified. The system will validate the complaint jurisdiction, route the complaint to the appropriate agency, and, based on various parameters, assign cases to inspectors and provide relevant violation codes and descriptions based on the case type. Inspectors can create and manage inspections, issue notices, manage hearing and bidding information all in one case worksheet and will use a mobile device to schedule, result, and signoff inspections. Staff will be able to create and manage graffiti violations and maintain customer's consent for graffiti abatement. The system will automatically send reminders for scheduled inspections and expired notices as well as provide the ability to maintain CCPRO contractor information, calculate fees based on various parameters, maintain fee collection information, maintain inventory of impounded items, manage lien information for a case, and search case related information. Management will have complete oversight and can review and close cases.

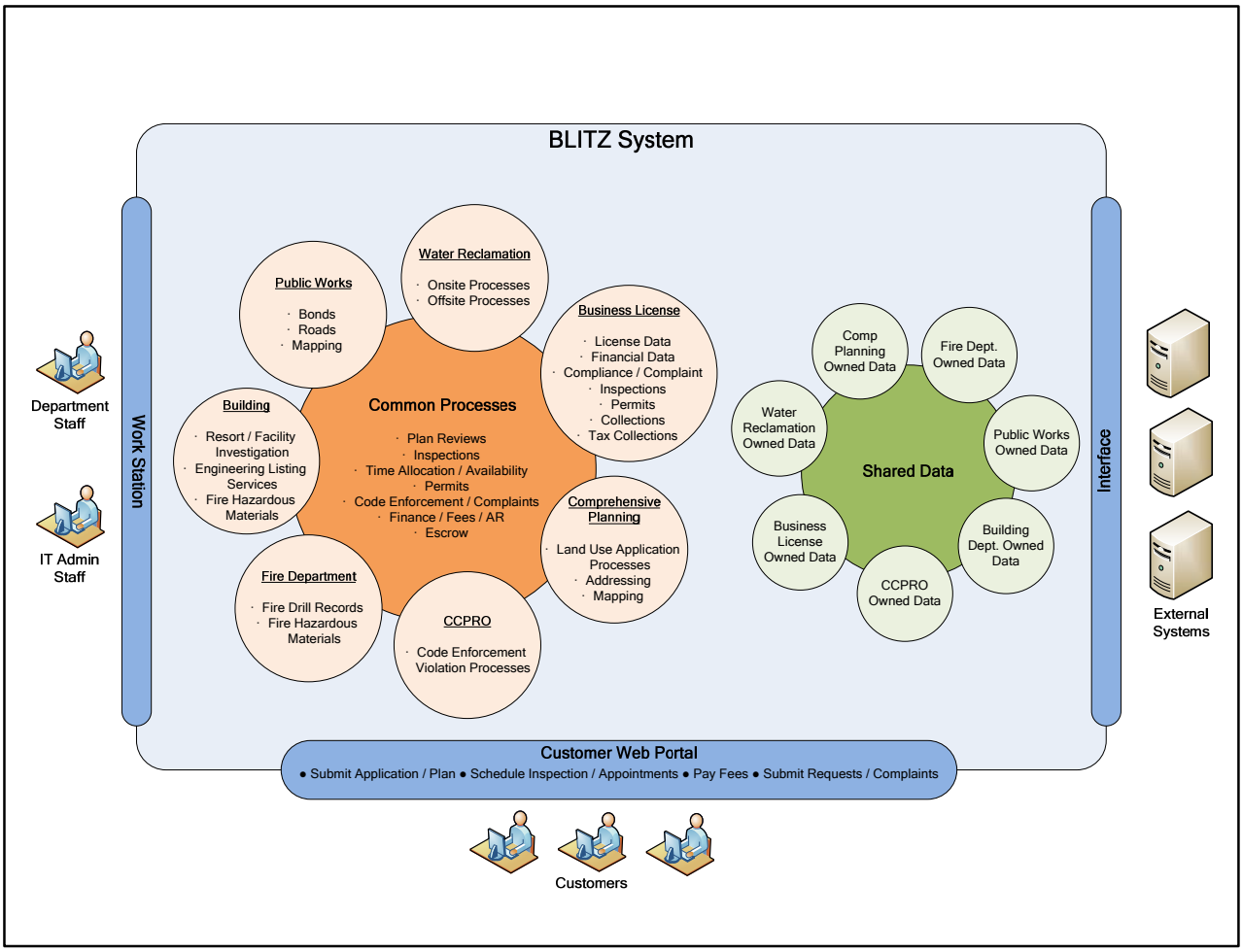


Figure 4 BLITZ Desired Solution Diagram

The system will support Business License and operational use permit renewals with automatic invoicing of renewals that includes the option of generating an inspection or approval. Invoices for delinquent bills will be automatically generated after 30, 60, and 90 days, or as otherwise specified. The final notice shall advise of imminent License or permit inactivation. When deactivated, an inspection is automatically generated to determine whether the business is still operating. Periodic programmed inspections can be generated based on License type with automatic assignments by Census Tract or by permit type. Licenses will use the North American Industry Classification System [NAICS] and include reporting capabilities by codes.

Plans will be accepted electronically. Paper applications will still be accepted to augment online applications for all systems; hardcopy documents will be scanned and linked to the application. Customers will be given their plan review due date upon submittal of plan. Customers will have a variety of ways to access the system to schedule inspections, obtain inspection results, cancel/reschedule inspections and pay for inspections. At a minimum, customer access will be possible through the

internet or through the Interactive Voice Response [IVR]. Other access options may also be offered, including smart phone applications.

Inspectors will use mobile devices to route and perform their inspections. They will be able to input data for notices of violations and tickets. Inspectors will be able to print these notices to leave onsite during the inspection. Mobile devices will possess a GPS chip, local storage and wireless connectivity, and have the ability to capture XY coordinates of a location. Inspectors will have the ability to pull up information on properties and input results.

The system should have the ability to perform paperless audits of self-reported tax collection. Including the ability to develop annual audit plans and select/flag audits through analytical procedures, as well as, the ability for field auditors and supervisors to manage all aspects of the audit process including assignment, fieldwork, interim review, final review, correction and final audit billing as part of a seamless electronic process.

Tools will be available for management to monitor and define service level measures for Department tasks, e.g., plan review completion times, complaints and requests for Inspections. A robust ad hoc reporting capability will be available. An executive dashboard for key performance indicators such as case compliance will be available and easily customizable.

All public data on permitting, inspections, violations and licensing will be available online with an extract capability to produce a spreadsheet or report. Current planning, zoning and land use information will be available for every property in the County.

Overall, Clark County would like a system that requires minimal customization and have the flexibility and expandability to integrate with other interdepartmental agencies. To support this goal, the proposed system should address all Required Functionality, as identified in Section 3.3.1, in terms of the Proposer's recommended best practices, whenever possible.

The proposed system shall have real-time seamless interfaces to any required component applications. The system setup shall include recommended software and hardware configurations to enable online application, payment, processing, workflow, status information, and printing relevant documents for:

- Business Licensing
- Permitting
- Plan Review
- Complaint Management / Code Enforcement
- Appeals and Board Reviews
- Planning and Zoning
- Special Events

The system shall have the following features:

- Variety of endpoints the customer can access.

- Information shall be captured electronically to the extent possible. Once captured, the information is used to support a wide range of functions in the system.
- Internet-based self-service functionality to improve access to all Clark County Business License and Land Development services for all potential customers.
- High Scalability to allow licensing and land development services to grow and shall be built to easily facilitate system interfaces.
- Multi-tiered security apparatus that utilizes user and role based security and application access capabilities.
- Comprehensive suite of built-in-reports and shall include a user-friendly ad hoc reporting system.
- Audit indicator capabilities such that a record, account, etc., can be identified as to whether it has been accessed, and by whom.
- Support for the execution of all business license and land development processes required in accordance with applicable legislation, regulations, policies, etc., that are in effect on the date of contract execution.
- Comprehensive workflow, tracking, and quality assurance mechanism to ensure that information entered at any entry point is as clean as possible and is processed as efficiently as possible. Workflow management shall also include the ability to perform a function outside of the defined workflow path.
- Process monitoring and metrics capabilities, both of which are used to respond to status queries as well as to improve overall business process efficiency/performance.
- Ability to interface with the County Geographic Information System (GIS) and use this technology to support business objectives.

# 3 PROJECT DETAIL

## 3.1 HISTORY & CURRENT STATE

Prior to 2012, Clark County investigated separate options to upgrade the current business license and land management systems. Based on the evaluation, it was determined that an integrated system comprised of land management, business licensing, and public response would be a much more effective tool and that implementation costs would be competitive with the cost of purchasing or upgrading separate systems. As such, the BLITZ project was launched in August 2012. The purpose of the BLITZ project is to select and implement a best practice and customer centric solution to replace the two systems that currently support the Clark County's land development, public response, and business licensing services. To achieve this goal, the County proposes to acquire one or more commercially available software packages that are "state of the art", easy to maintain, inexpensive to upgrade, scalable for additional functionality and/or processing capacity satisfies all the County's requirements.

## 3.2 SPONSORS

- Clark County Manager's Office
- Business License Department

- Building Department
- Comprehensive Planning Department
- Fire Department
- Public Works Department
- Public Response Office/Administrative Services
- Water Reclamation District

## 3.3 SCOPE

### 3.3.1 REQUIRED FUNCTIONALITY

The County desires a new system that must result in a solution that encompasses all business licensing, public response, and land development requirements. If the County selects separate systems to support licensing and land development/public response services, the selected systems must be fully integrated or at least have a real-time fully automated interface(s) that supports all functional requirements (including workflow) to ensure a successful implementation.

The selected solution(s) shall meet the following core functionalities:

- Application/Request Submission
- Auditing
- Code Enforcement
- Communication
- Customer portal
- Document Review/Approval Workflow (includes Plan Review)
- Financial
- Inspection – includes mobile solution
- Permit/License/Certificate Issuance and Maintenance
- Reporting
- Scheduling
- Shared Data
- Time Tracking

These core functionalities have been identified through a series of departmental solicitations and have been documented. There are 95 general requirements, which can be found in Section 8 – BLITZ General Requirements. 276 Use Cases (231 Land Development /Public Response and 45 Business License) contain the majority of the functional requirements for this project. Refer to Section 9 – BLITZ Use Cases for the full list of cases and see Important Note, below. Refer to Section 3.3.3 – Additional Department Participation and Processes, for information on additional required functionality. The following information has also been provided to assist the Proposer in response preparation:

- BLITZ Use Case Master Index (provided as a separate file) –lists all use cases and provides additional information on relates cases, objectives, inputs and outputs, etc., in an easy to reference table format. Refer to the explanation sheet (first tab) for additional information).
- Current Department Process Flows – these files outline the processes and tasks required to provide those services that are in use today. These are provided as a reference to assist the proposer in understanding the effort required to transition to the proposer's "best" practices.

***IMPORTANT NOTE:*** The proposer's system should provide the ability to support the stated goal/intention described in the Use Cases but the County shall be flexible in how the proposer's system supports the stated objectives. (Refer to the Score Sheets for instructions on Use Case response and describe how the proposed system will meet the stated goal/functionality.)

### 3.3.2 INTERFACES & INTEGRATIONS

The new system(s) shall replace the functionality or interface with the systems that Business License and Land Management interfaces with today. At minimum, the systems shall be able to provide the same data, functions or service:

**Land Management and Public Response:** 41 touch points that include:

- Nine (9) target systems have a database link to the replicated data; some of these links are replaced with defined system functionality (i.e., plans tracking system),
- Three (3) APIs to support current NaviLine add-on components (mobile inspections, IVR, and electronic plan review),
- Four (4) FTP file transfers are submitted by other entities to update the land database, and import contractor information,
- Eight (8) files received contain parcel related GIS information, and
- One (1) manual copy/paste function to move data into Granicus.

**Business License:** Approximately 12 touch points that include:

- Two (2) web services to support multijurisdictional licensing,
- One (1) API to a GIS addressing service, and
- Three (3) ODBC for reporting and external work queues.

Refer to Section 12 – BLITZ System Interfaces – Current and Proposed, for interface details.

### 3.3.3 ADDITIONAL DEPARTMENT PARTICIPATION& PROCESSES

Clark County expects that the functionality defined within the current requirements will support many departments and processes; however, separate process flow and requirements documentation were not developed for the items below. These items shall be included within the scope of the project.

Other changes and additions to scope identified after contract signing will be addressed through the change management process.

#### 3.3.3.1 SPECIAL EVENT SINGLE PERMIT PROCESS

Currently, several Clark County departments require separate permits or licenses to be obtained for what is defined as a "Special Event". A Special Event "means a temporary or non-permanent business activity within unincorporated Clark County that brings together a large number of people when the activity impacts or has the potential to impact the general public or the public rights-of way." Examples of special events may be a concert in a parking lot, a pumpkin patch or events occurring in the parking lot at the convention center.

Clark County has proposed and is considering an alternative solution for streamlining and expediting this process. The solution would involve a new special event application submission to Business License for one permit that covers all departments. Based on the defined event, the application may trigger various fee calculations, plan reviews, inspections, and approvals from various departments.

Since this process has not been finalized, it may potentially affect the defined future processes within Comprehensive Planning, Building Department, Fire Prevention Bureau, and Business License have a potential impact on other departments. Use cases related or impacted include the following:

- CP15- Create, Update and View Project
- FD061-Temporary Permit Request
- BL04-03-Temporary license

#### 3.3.3.2 BUILDING DEPARTMENT ALTERNATIVE PROCESS IMPROVEMENTS

The Building Department is currently evaluating alternative plan review options for streamlining or expediting project drawings. Any alternatives being considered would be implemented as optional and to be requested at the customer's discretion. The methods and options under consideration by Building Department and County management teams involve:

- Plan review by approved agents
- Customer self-certification programs
- Field plan review
- Internal expedited reviews or express plan review teams

The Building Department would provide oversight on any adopted procedure involving third party plan review through the maintenance of approved agency listings and certification programs. Internal process changes would employ the use as-is system processes and additional fees.

#### 3.3.3.3 DESERT CONSERVATION

Analysis will be required for Desert Conservation's business processes and needs as it relates to the implementation of the Land Management software selected.

Desert Conservation is responsible for compliance with the federal Endangered Species Act, compliance with a Section 10 (a)(1)(B) incidental take permit and for implementing the Clark County Multiple Species Habitat Conservation Plan (MSHCP). As part of this responsibility, the agency has to track, collect and report on fees incurred for land disturbances. Monthly compliance report packages are required to be submitted from several jurisdictions: Clark County, Las Vegas, Henderson, North Las Vegas, Boulder City and the Nevada Department of Transportation. This process involves timely creation and submission of several documents as well as the deposit of fees via an ACH method. The agency would like to make their processes more efficient by utilizing electronic functions within the Land Management System. Some of the functions desired include the following:

- Provide the customer the ability to apply for a Grading Permit and collect fees online
- Track related Desert Conservation Permits
- Provide the customer the ability to apply for a refund
- Provide multiple jurisdictions the ability to submit the required Compliance Month End Report Package (set of documents) electronically
- Review, update work activity, and perform audits as it relates to the report packages
- Retain the land disturbance acreage detail as it relates to parcels/land
- Retain the financial detail as it relate to land disturbance and its multiple jurisdictions
- Generate Monthly and annual reports/calculations of Acres, Exemptions, Fees, Refunds, and Adjustments
- Reconcile general ledger detail.

### 3.3.4 PROFESSIONAL SERVICES

The County expects that the proposer shall provide professional services to implement the system and support go-live per the approach presented in response to the RFP. The County assumes the following with regard to delivery and implementation of the proposed solution:

1. The Proposer will implement the BLITZ system as a COTS solution.
2. The Proposer will work with the County Project Manager (PM) to implement the system in a way that minimizes disruption of ongoing work activities.
3. The County will provide project Resources as identified in Section 3.4 or will provide the appropriate resources with the skills identified in the Proposers response.
4. The Proposer will work with County project management to ensure that all software configuration activity is completed with County personnel actively involved so that knowledge transfer is maximized.

#### 3.3.4.1 PROJECT PLANNING & MANGEMENT

The Proposer shall provide an experienced Project Manager, who, with the County PM, will be accountable for all services and deliverables provided under the Contract, resulting from this RFP, and who will work to ensure on-time delivery and successful deployment of a system that meets the County's requirements. The Proposer shall work with the County PM to agree on a single set of project management tools, standards, controls, and procedures that will be utilized during the course of the project. The following are mandatory activities that must be accomplished by the Proposer.

1. Prepare an outline and obtain approval from the County for the contents and format of each deliverable document before beginning work on the deliverable.
2. Responsible for taking minutes of meetings initiated by the Proposer's PM.
3. Obtain written approval from the County on the final deliverable.
4. Identify issues related to the project using a County-approved process for documenting issues, processes for assigning issues to resources, and resolving issues.
5. Use County-defined change control / management processes for implementing changes in scope.
6. Report progress against the work plan through weekly status reports and a weekly update of the work plan / task schedule.
7. Identify scope of work issues. Specify the basis upon which an issue is out of scope, including appropriate RFP references.
8. Obtain written County authorization before commencing work on changes to the scope of any task identified within the Work Breakdown Structure.
9. Identify any assumptions or constraints in developing the work plan.
10. Provide an approach to identifying and mitigating risk.

The County PM shall work with and actively participate in project management activities with the proposer's Project Manager. The County PM shall take the primary PM role in efforts regarding County staff participation in the project. Additional County Project Management activities are:

1. Perform overall monitoring and management overview of the project to ensure timely and satisfactory completion of all tasks and activities.
2. Review and approve the proposed outline format and content of all deliverable documents.
3. Review deliverables, determine the approval status of the deliverable, and provide written comment to the Proposer.
4. Review weekly status with the Proposer to review progress against work plan.
5. Analyze project issues and approve issue resolutions.
6. Monitor progress toward achievement of task milestones and contractor's adherence to the work plan and schedule.
7. Analyze proposed project scope of changes, and authorize those that are approved.
8. Provide notice to the Proposer of inadequate performance; request and approve plans of correction.
9. Assign County staff to the various phases of the contract.

10. Monitor and manage all work efforts performed by County resources.
11. Prepare and deliver Project Management Reports.
12. Report on risk and status to the Project Steering Committee.

#### 3.3.4.2 PROJECT SCHEDULE

The Proposer shall be responsible for the development of a detailed project schedule, identifying all tasks and deliverables, principal schedule milestones, sequencing of deliverables and overall time of completion. The schedule shall identify all tasks to be performed by County personnel. The Proposer shall work with the County PM to determine the appropriate level of detail required. The following minimum standards shall be applied:

1. Project management activities shall be documented in the Detailed Project Schedule.
2. The Detailed Project Schedule shall outline a plan for the entire implementation project.
3. The Detailed Project Schedule shall include dependencies, critical paths, and resources (both Proposer and County staff) assigned to each task.
4. The Detailed Project Schedule shall include all deliverables mentioned in the RFP plus any additional deliverables that the Proposer deems necessary to support the proposed implementation Methodology and Approach.
5. Estimated work effort shall be shown for each task.
6. Appropriate milestones shall be identified in the Detailed Project Schedule to help gauge the project's progress toward meeting desired target completion dates.
7. Any assumptions made in developing the Detailed Project Schedule shall be documented by the Proposer.
8. The Detailed Project Schedule shall be accessible via Microsoft Project.
9. Review cycles/turn-around shall be as mutually agreed by the Proposer and County PMs.
10. The Proposer shall develop a Project Staffing Plan that addresses each of the Proposer's project staff as well as the County's project staff (see RFP Section 3.4 – Resources.)
11. The Proposer's Project Manager shall provide weekly Project Management Plan updates to the County PM for the duration of the project.

#### 3.3.4.3 ANALYSIS

The Proposer shall provide a methodology and shall work with County Analysts to evaluate the County's requirements and develop a project baseline based on the capabilities of the proposed system and any recommended configuration or customizations. The County desires documentation of the disposition of each functional requirement (or Use Case) within the RFP (e.g., out of the box, configuration, customization, workaround, eliminate requirement). The Proposer will assist County in identifying appropriate business process improvement and streamlining opportunities as part of the analysis effort. The Proposer shall then describe its approach and methodology to be used to configure the new BLITZ software in accordance with the approved business process design. Note that all Scope changes will be

made against this new approved baseline (new functional scope). This Proposer shall also describe/provide:

1. The tools and procedures available to aid in the software configuration process;
2. The documentation provided to support the software configuration; and,
3. The process for validating the configuration against the County's documented requirements.

#### 3.3.4.4 RESOURCE PLANNING

The Proposer shall develop a Resource Plan that includes Proposer's resource estimates and addresses the Clark County internal resource assumptions, as identified in Section 3.4. The Proposer and the County PM shall identify the project team structure and delineate the authority and responsibilities in performing the work described in the Proposal.

Note that the Clark County PM must approve any substitutions or replacements of the Proposer's project team.

#### 3.3.4.5 TECHNICAL DESIGN

The proposer shall develop technical design documents and plans for the proposed system that include but are not limited to the following:

- Topology and infrastructure
- Software architecture of the proposed solution (two-tier or three-tier environment, etc.), including detailed justification for the architecture selected and information correlating each software component or tool proposed to the following architecture layers, each of which must be described in detail.
- Evaluation of the existing security architecture.
- Reporting infrastructure proposed to handle predefined and ad hoc reports
- Archiving and auditing plan to address the business requirement
- Bandwidth requirements
- Performance tuning

#### 3.3.4.6 IMPLEMENTATION PLANNING

The proposer shall develop implementation-planning documents for the proposed system that addresses:

- Implementation Phases
- Strategy for use of dual systems (legacy and new) during implementation
- Where software is to be developed, customized, and/or implemented as part of the project, the Proposer's software development and implementation methodology, including, but not limited to, version control, error correction, pre-delivery testing and de-bugging procedures, and post-installation testing

#### 3.3.4.7 CHANGE MANAGEMENT PLANNING

Proposers are expected to follow and support the Change Management Plan and processes developed by the Clark County PM.

#### 3.3.4.8 DATA CONVERSION AND PLANNING

Clark County expects that all Business License, Public Response, and Land Development data within the NaviLine and CLIPS systems must be *converted* or *accessible* through the BLITZ system.

The objective of data conversion is to ensure that the required data is migrated from current operational systems (NaviLine and CLIPS) to the BLITZ system with the highest quality.

The data conversion must support the following:

1. All records that are active or open ("live" or unclosed) must be fully converted and be supported using the BLITZ system/processes.
2. All remaining records (not included in requirement 1), must be viewable from the system.
3. Any records closed for more than five (5) years, may be archived, but must still be viewable from the system (indefinitely).

The proposer shall plan, convert, ensure security of sensitive data, test, report, and reconcile all affected data. Clark County staff may be available to assist in the conversion effort; the proposer shall identify Clark County resources expected to support the proposer's conversion plan. Section 13 – Data Conversion, provides additional information on the data accessibility needs for each department.

**Table 7 Current Data Volume**

| | NaviLine Database | CLIPS Database | BL Verify Database |
|---|---|---|---|
| **Table Count** | 568 | 556 | 48 |
| **Average Number of Rows Per Table** | 219,653 | 86,088 | 145,487 |

The Data Conversion strategy and plans, at a minimum, shall address the following:

1. The recommended approach to data conversion planning.
2. Data conversion activities timeline
3. Data cleanup process.
4. The source data profiling, extract, transform and load process.
5. The application development methodology and toolkits used.
6. Tool standards or conversion programs are applicable to the data conversion (to cover both automated (scripts) and manual procedures (data entry)).

7. All software and versions that must be licensed to use your solution.
8. The measures that will be enforced to achieve data security.
9. The measures that will be taken to migrate files (processed and unprocessed) received from external systems.
10. The Content/Document migration process, including migrating audit trails/revisions for the documents.
11. The source of data information needed for migration (E.g. Database Objects, Data Model, Field Description etc.).
12. The data conversion testing strategy.
13. The data quality criteria to be used.
14. Data validation and verification procedures and activities.
15. The number of levels of data conversion testing planned.
16. The services provided and the roles and responsibilities for each level of data conversion (County and vendor).
17. The conversion issue tracking and management process.
18. The issue resolution process.
19. The capability to backup and restore or undo a conversion that fails data quality checks.
20. Identification of the data conversion risks and your risk mitigation plan.
21. The vendor resources required to perform the conversion (software, hardware environment, network/file transport, Staffing, etc.)
22. The needed roles (background, experience, and training), and number of staff Clark County must provide to support the conversion effort.
23. Assumptions relating to the overall scope, time, cost, and resources for this conversion project.

#### 3.3.4.9 TRAINING AND TRAINING PLANS

Proposers shall develop training, training materials, and an associated plan to communicate their training approach based on the proposed training methodology. Note that the Train the Trainer" model is acceptable. Training plans shall address the following:

- Training Process
- Training Development and Delivery, including number and roles of trainees
- Training materials
- Measures of Success
- Key Success Factors
- Project Milestone Dependencies
- Resource Estimates
- Roles & Responsibilities

As a minimum, training must cover:

- Operations/Management Training
- End User Training
- Technical Training

Training materials must be reproducible and should address each training audience.

#### 3.3.4.10 SUPPORT PLANNING

The Proposer and County PMs will develop a Go-Live support plan for deployment of the application based on the Proposer's methodology and response to the RFP. The County PM is responsible for development the plan for ongoing support after implementation warranty period.

### 3.3.5 DISASTER RECOVERY

Disaster Recovery (DR) is the process, policies, and procedures related to preparing for recovery or continuation of technology infrastructure and applications that are vital to an organization after a disaster. While business continuity involves planning for keeping aspects of a business running in the midst of a disastrous or disruptive event, disaster recovery focuses on the technology systems that support business functions. The County desires that the proposer's response include the cost and a description of the support, services, and licensing to meet the following Disaster Recovery objectives:

**Recovery Point Objective (RPO)** – Data Loss of 10 hours or less

**Recovery Time Objective (RTO)** – Recovery of systems within 24 hours

The County also requests that the proposer submit the same for any alternate proposals or suggested additional Disaster Recovery measures.

## 3.4 RESOURCES

The following chart provides an estimate of the number of staff FTEs the County expects to provide, as well as their intended roles or activities on the project.

**Table 8Clark County Implementation Project Staff**

| Role | Quantity (FTE) | Description |
|---|---|---|
| Analysis | 4 | Contract or in-house senior-level staff to provide business analysis, configuration, conversion, testing, and training support |
| Conversion Leader | 1 | Contract or in-house staff to coordinate tasks, analysis, and testing related to conversion tasks assigned to the County. Background is expected to be in analysis, with data conversion experience. |
| Project Manager | 1 | In-house staff as Project Manager; coordinates and approves all deliverables with contractor, responsible for all County activities/deliverables. Clark County's Project Manager is the Contractor's point of contact for all reporting and will approve all |

| | | |
|---|---|---|
| | | plans, schedules, and documents associated with the implementation services. |
| Technical Staff | 2 | Combined total FTE to provide the following system implementation support (programming, infrastructure, networking, security, etc.) County staff (technical, infrastructure, analysis, etc.) will provide a significant level of project support to ensure successful knowledge transfer. |

The County intends to provide the office space and necessary equipment (e.g., modular desk space, network connectivity, printer access, copiers, and conference rooms) to the contractor(s) for onsite project activities. The County will provide desktops to the contractor(s); however, the County expects that the vendor will provide their staff with laptops if required.

If the Contractor requires remote access, the contractor shall comply with all County security requirements and shall make all network security settings required by the County network administrator.

## 3.5 PROJECT SCHEDULE

The County expects that all project activities required for a complete implementation and go-live should be accomplished within a 30-month timeframe. The preferred target is 18-24 months.

- Planning
- Requirements-Business Analysis-Tool to Future State Requirements Gap Analysis
- Design
- Construction – configuration, customization, and workflow development
- Testing
- Risk Management
- Training
- Readiness Assessments
- Implementation/Phases
- Production Support
- Decommissioning Planning for the existing systems will be performed as a separate project.

## 3.6 VARIABLES, RISKS, & CONSTRAINTS

The following items identify additional variables, risks, and constraints that may impact the project.

- Business License is in the process of expanding their online web services capabilities.
- Fire Prevention is in the process of implementing mobile inspections and associated process changes (Selectron product).

- Fire Prevention activities have been reorganized under the jurisdiction of the Building Department. This may mean that current processes in place when the project begins may have been modified from those identified in the RFP.
- A Countywide ePayment initiative will identify a preferred electronic payment processor. Note that this is not a centralized payment initiative.
- The County is in process of implementing a CRM system that includes a Customer Interaction Center (CIC), which may duplicate or otherwise affect the current requirements to support customer requests.

# 4 PROPOSAL RESPONSE

The County requests that Respondents offer their "best" solution(s) that will satisfy the requirements set forth within this RFP. The vendor shall propose a Commercial Off-The-Shelf (COTS) system that can be configured or enhanced to support all the business licensing and land development services provided under the authority of associated Clark County departments or agencies.

## 4.1 EVALUATION PROCESS

Evaluation of the proposal submissions will be performed using a phased approach. The goal of each phase is either to qualify proposers or to promote qualified proposals through the evaluation process to the system selection. This approach uses Just-In-Time information requests to provide respondents with the greatest total response time and allows the County to focus on materials specific to each phase of the evaluation.

The following table provides a summary of all submittals required throughout the evaluation process. After pre-qualification, proposers are invited to advance to the next evaluation stage. Score sheets, questionnaires, and supporting materials for all phases have been provided in order to provide the proposers with a roadmap and timeline to complete all required responses. Refer to RFP sections 7 and 8 for detailed response information, due dates, etc.

***Pre-Qualification – Open to All Proposers***

The following BLITZ Evaluation Pre-qualification deliverables and file naming conventions are identified below:

- Response [PreQual_ProposerName]
- Cost Worksheet [PreQual_Cost_ProposerName]

***Phase 1 – Qualified Proposers***

The following BLITZ Evaluation Phase 1 deliverables and file naming conventions are identified below:

- Requirements Score Cards [PH1_Req_ProposerName]

- Technical Questionnaire Response [PH1_Tech_ProposerName]
- Reports Binder [PH1_Reports_ProposerName]

***Phase 2 – Invited Proposers***

The following BLITZ Evaluation Phase 2 deliverables and file naming conventions are identified below:

- Technical Response [PH2_Tech_ProposerName]
- Professional Services Response [PH2_ProfServ_ProposerName]
- Ongoing Operations [PH2_OngoingOps_ProposerName]
- (Onsite Demonstrations)

***Phase 3 – Selected Proposers***

The following BLITZ Evaluation Phase 3 deliverables and file naming conventions are identified below:

- Detailed Cost Worksheets [PH3_Cost_ProposerName]
- Discovery (at County's option)

## 4.2 RESPONSE OPTIONS

To provide the highest level of flexibility and to allow for the selection of "best in breed" systems, the County has developed a flexible response model, with options to propose a fully integrated system that supports all requirements, or a system that provides only the required business license or land development functionality. In the latter case, the separate selected solutions shall be implemented together to provide a seamless result. Vendors will have the choice to submit a response focused on one of the below options:

1. Fully integrated system that meets the all requirements defined in this RFP.
2. A system that supports all business-licensing requirements and includes support for a seamless solution with the selected land development system.
3. A system that supports all land development requirements and includes support for a seamless solution with the selected business licensing system.

Vendors selecting response option 2 or 3 (business licensing or land development) shall provide in their responses the recommended strategy, and methodology for integration with the remaining major component.

# 5 ACRONYMS AND INITIALISMS

Table of Acronyms used throughout this and all supporting documents

| | |
|---|---|
| ADR | Administrative Design Review |
| ALA | Agenda Log Amendment |
| ANX | Annexation Request |
| APN | Assessor Parcel Number |
| BCC | Board of County Commissioners |
| BD | Building Department |
| BL | Business License Department |
| BLM | Bureau of Land Management |
| BLS | Business License Specialist |
| BLT | Business License Technician |
| BO | Business Owner |
| CAC | Citizens Advisory Council |
| CAD | Computer Aided Dispatch System |
| CAD | Computer Aided Design - Drawings or Plans |
| CCBD | Clark County Water Building Department |
| CCPRO | Clark County Public Response Office |
| CCWRD | Clark County Water Reclamation District/Department |
| CCPWDR | Clark County Public works Development Review |
| CCTV | Closed Circuit Television |
| CCRFCD | Clark County Regional Flood Control District |
| CDS | Central Database Storage |
| CLIPS | System used by Clark County to manage Business Licenses. |
| CNLV | City of North Las Vegas |
| CO or COO or C of O | Certificate of Occupancy |
| CP | Comprehensive Planning Department |
| D/S | Drainage Study |
| DA | Development Agreement |
| DBA | Doing Business As |
| DP | Disapproved with planning |
| DR | Design Review |
| ERU | Equivalent Residential Unit |
| EP | Encroachment Permit |
| ET | Extension of Time |
| FFW | Finish Floor Elevation Waiver |
| FD | Fire Prevention Bureau |

| | |
|---|---|
| Gen License | General License |
| GIS | Geographic information system |
| HAZMAT | Hazardous Materials |
| HIP | High Impact Project |
| HO | Hearing Officer |
| HTE | NaviLine Land Management System (also referred as HTE System) |
| IT | Information Technology Department |
| KOVIS/File360 | Imaging system used via Clark County Fire Department and Building |
| L & G | Liquor & Gaming |
| LD | Land Development |
| MJ | Multi-Jurisdictional Contractor |
| MMA | Manage My Account |
| MUD | Mixed Use Development |
| MUDTA | Mixed Use Development Text Amendment |
| NAICS | North American Industry Classification System |
| NC | Neighborhood Casino |
| NDOT | Nevada Department of Transportation |
| NOFA | Notice of Final Approval |
| NOV | Notice of Violation |
| NRS | Nevada Revised Statute |
| NSF | Non-Sufficient Funds |
| NZC | Non-Conforming Zone Change |
| OB | Out of Business |
| OSIA | Off-Site Improvement Agreement |
| OT | Overtime |
| PAC | Permit Application center |
| PC | Planning Commission |
| PFNA | Public Facilities Needs Assessment |
| PHN | Public Hearing Notice |
| POTW | Privately Owned Treatment Works |
| PUD | Planned Unit Development |
| PW | Public Works Department |
| PWDR | Public works Development Review |
| R & C | Revenue & Compliance |
| Reg License | Regulated License |
| RFP | Request For Proposal |
| RISE | Regional Infrastructure Services Evaluation |
| ROW | Right of Way |
| SA | Special Agent |
| SBLT | Senior Business License Technician |

| | |
|---|---|
| SNWA | Southern Nevada Water Authority |
| SC | Street Name/Numbering Change |
| SSA | Supervisor Special Agent |
| TA | Text Amendment |
| TAB | Town Advisory Board |
| TCP | Traffic Control Plan |
| TM | Tentative Map |
| UC | Use Permit |
| VC | Variance |
| WC | Waiver of Conditions |
| WR | Water Reclamation District |
| WS | Web Services |
| WS | Waiver of Development Standards (Application Type) |
| ZC | Conforming Zone Change |

# 6 TERMS

Table of Terms used throughout this and all supporting documents

| Term | Description/Definition |
|---|---|
| **CLIPS** | The name of the system used to support business licensing services. This includes all add-on systems that do not have a separate purpose outside the CLIPS business licensing system. |
| **Configure** | Changes using existing software tools to optimize certain workflow or preference; does not require custom programming. |
| **Contractor** | Any proposer awarded a contract for this project. |
| **County** | Clark County Nevada |
| **Customize** | Programming changes to the existing software code to provide specific functionality (cannot be constructed using existing system configuration tools). |
| **Interface** | Limited communication between two or more separate software products. Data is maintained in multiple locations. |
| **Integration** | An automatic real-time interaction between two systems (that does not require work on your part) end ensuring that the two systems function together as one. The data is maintained in one location. |
| **Land Development** | The five County organizations that provide land development services to Clark County residents (Building, Comprehensive Planning, Fire Prevention Bureau, Public Works, and Water Reclamation District). |
| **NaviLine** | The name of the current system used to support Land Development services. This includes all add-on systems that do not have a separate purpose outside |

| | |
|---|---|
| | the NaviLine "system". Sometimes also referred to as “HTE”. |
| **Owner** | Clark County Nevada |
| **Proposer** | A respondent to this request for proposal. |

# 7 CURRENT PROCESSES

This section provides descriptions of the primary processes currently used to provide business licensing and land development services in Clark County, Nevada. Clark County expects that these will be replaced with new and/or updated processes that support the goals stated within this Scope of Work. This section is organized to represent business licensing and land development processes separately. Information on current financial processes is also provided.

## 7.1 CLARK COUNTY BUSINESS LICENSE INFORMATION

### 7.1.1 BUSINESS LICENSE SERVICE PROCESSES

All entities or individuals conducting business within unincorporated Clark County are required to hold an active business license with the Business License department. The department has approximately 41,000 licensed businesses and 54,000 active licenses. It annually receives approximately 10,000 new license applications. The department issues licenses based upon the location of the business and the type of business being conducted. Business licenses are classified into the following main groups:

General – These business licenses have the least number of application and licensing requirements. If located in unincorporated Clark County, basic public safety inspections by the zoning, building and fire departments are performed. Furthermore, based on the type of business being conducted, additional inspections may be required by the Southern Nevada Health District, Clark County Animal Control and Clark County Department of Air Quality. Examples would be retail sales, restaurants (not serving liquor and/or offering gaming), and contractors.

Regulated – In addition to the general public safety inspections, as required by Clark County Code, these businesses have additional approval requirements such as criminal and financial background investigations and enhanced department inspections. An example would be secondhand dealers (sale of used merchandise).

Privilege – These businesses have the greatest number of application and licensing requirements. In addition to the general public safety inspections, as required by Clark County Code, these businesses have additional approval requirements such as criminal and financial background investigations, approval of key employees, enhanced department inspections and coordinated approvals with other regulatory bodies (e.g. Nevada Gaming Control). Examples would be establishments selling liquor and offering gaming.

Business License accepts applications via mail, online and in person. At application intake, the CLIPS system utilizes the North American Industry Classification System (NAICS) to identify the proper license category. Based on the license category, CLIPS requests additional information to identify additional inspections (privilege or regulated activities) or business activities requiring licenses and fee payments,

calculates fees, and establishes workflow requirements (required approvals and inspections). CLIPS also utilizes Melissa Data and GIS to validate addresses and populate related information (parcel number & commissioner district). Paper documents associated with DBAs or licenses are indexed and scanned into the CLIPS system using the image management system (BLIM).

Fee payments are processed through online credit card and e-check functionality or internally through the workflow cashier function. CLIPS manages the license application through a workflow process. Based on category type, a workflow is established that requires serial or sequential approvals from business license functions, public safety departments (e.g. zoning, fire and building) and other agencies (e.g. Metropolitan Police Department). CLIPS Extranet sites are utilized by external departments/agencies to enter approvals or denials directly into the workflow. Once all approvals and inspections are completed CLIPS automatically activates the license.

Once licenses are issued, the department is responsible for collecting applicable fee/tax, ensure ongoing compliance with Clark County Code and processing business license changes.

Fee Collection

As part of the fee collection process CLIPS automatically generates renewals based on license type. Licensing cycles vary from monthly, quarterly, semi-annual and annual. In addition, the department is responsible for collecting a wide variety of fees and taxes including general business, liquor, gaming, utility, telecommunication, and transient lodging. Yearly, the department processes in excess of 90,000 renewal/tax returns and collects more than $650 million in fees and tax.

Fee/Tax types:

**Table 9 Business License Fee/Tax Types**

| Type | No. | Cycle | Notes |
|---|---|---|---|
| **Flat** | 20 | Annual/Semi-Annual | Fees range from $25.00 to $1,200.00 |
| **Quantity Based** | 30 | Quarterly, Semi-Annual and Annual | Examples – Per employee, number of vehicles, number of rooms, square footage, and per linear foot |
| **Gross Receipts** | 11 | Monthly, Quarterly, and Semi-Annual | Various tax rate rates, exclusions, and graduated ranges |
| **Net Income** | 2 | Annual | |

Renewal Payments are received via online, mail and in person. Online renewal payments may be made with credit cards or e-check. Mail and in person payments are posted by department through the cashier function of CLIPS. The finance group performs daily cash reconciliations, verifies and balances

funds related to all the cashiers,-prepares deposit packages for armored car pickup and posts to SAP. In addition, the finance function produces monthly reconciliations reports that are submitted to the comptroller.

The department posts fees and tax that have statutorily restricted uses or are collected on behalf of external agencies (e.g. State of Nevada & Las Vegas Convention and Visitor Authority). These funds must be properly segregated and identified. Based on license category, business location or predetermined allocation percentages fees and taxes are posted to approximately 56 separate general ledger accounts. In addition, the department utilizes two separate trust accounts, which hold funds in suspense awaiting recognition and custody.

The finance module is also used to make fee adjustments and process refunds.

The department has an in-house delinquent fee/tax collection process that utilizes the CLIPS collection module. CLIPS automatically generates delinquency notices based on cycle and due date. Accounts are automatically assigned to collectors based on type and location.

The department also performs financial audits of licensees to ensure that the correct amount of fees/tax is remitted. The audit division utilizes the CLIPS audit module to plan, track, assign, document audit working papers, review, and bill audits.

Compliance

The department has the ongoing responsibility to ensure businesses comply with Clark County Code and to address complaints. The CLIPS compliance module is used to perform periodic inspections and document investigations relating to complaints. Certain privileged license category requires monitoring to ensure established conditions are met. The department also utilizes field inspection and the CLIPS discovery function to identify unlicensed business. The discovery function compares external listings of businesses and addresses to the CLIPS database and identifies unlicensed businesses. CLIPS produces a letter notifying the business of licensing requirements.

License Changes

The department is responsible for processing location, name, and ownership changes. Based on Clark County Code and procedures, these changes may require workflow approvals and inspections.

Online Services

The department utilizes online services that allow citizens to apply for licenses, make payments, search license database and make license changes.

### 7.1.2 BUSINESS LICENSE DEPARTMENT CURRENT AS-IS PROCESSES

- BL100-Audit Process
- BL101-Special Use Permit
- BL102-Bad Check Process
- BL103-Business License Renewal
- BL104-Complaint Process
- BL105-Compliance Process
- BL106-Daily Reconciliation
- BL107-Film Permit Process
- BL108-Hearing Officer Process
- BL109-NonCompliance
- BL110-Out of Business Process

- BL111-Unlicensed Business - Bankruptcy
- BL112-Collections Process
- BL113-General
- BL114-LiquorGaming
- BL115-Regulated
- BL116-MJ New Application-primary
- BL117-MJ Non-Primary
- BL118-MJ Primary Jurisdiction Renewal

## 7.2 CLARK COUNTY PUBLIC RESPONSE OFFICE INFORMATION

### 7.2.1 PUBLIC RESPONSE SERVICE PROCESSES

Clark County Public Response (CCPRO) ensures code compliance of all residential and commercial constructions as well as providing enforcement regarding neighborhood code violations. Complaints/ Concerns from citizens are received from different sources (i.e. Phone, email, Voice Mail, Internet request, Fax etc.)

Clerical staff fills out a form based on the concern, location and determines the category of code enforcement violation. While verifying the location, if the incident is out of Clark County jurisdiction or specifically related to any other CC department it will be forwarded to the appropriate Jurisdiction or to the CC department. While determining the category of violation, if it is a residential graffiti then it will be assigned to a painter based on the Zip code. Painter abates the graffiti with the permission from the property owner, fills in the completion log with work details and assign a case number in an excel spread sheet.

If the concern is determined as potential CCPRO related Code Enforcement Case, it will be created as a case in the NaviLine system and routed to the supervisor to manually assign an Inspector and/ or revise the category. Supervisor assign an Inspector to the case and route back to clerical staff to handover the paper work to the inspector.

Upon receiving the case paper work, inspector travels to the location for initial inspection. In the initial inspection, Inspector determines the exact location and categorizes the violations on the property. Violations are categorized as abatable and Non-Abatable violations. While pursuing the case, If the violation is abatable then the inspector sends out notices to the property owner, organizes hearing /BCC hearing if requested by property owner, organizes court hearings, impose civil penalties, select a contractor by calling bids to abate the violation. Multiple follow up inspections will be scheduled while performing these tasks. Once the violation(s) is abated, Inspector routes the case file to supervisor for review and approval to close the Code Enforcement Case. If the violation is non-abatable then inspector issue Citation, organizes court hearing and upon court hearing route the case to supervisor for approval to close the Code Enforcement Case.

Finally supervisor reviews the case file, make an initial on the case file and route to clerical staff for closure. Clerical staff closes the Code Enforcement Case in the system. Images the case file and stores in File 360.

### 7.2.2 PUBLIC RESPONSE AS-IS CURRENT PROCESS

- CCPRO101 - CCPRO Business Process

## 7.3 CLARK COUNTY LAND DEVELOPMENT INFORMATION

The following departments/agencies together provide land development services for unincorporated Clark County. Refer to the following sections for descriptions of the current processes used by each organization to coordinate land development and promote public safety:

- Building Department
- Fire Prevention Bureau
- Comprehensive Planning Department
- Public works Department
- Water Reclamation District

### 7.3.1 BUILDING DEPARTMENT SERVICE PROCESSES

The Building Department provides submitted plan review for complex or new construction projects (new houses, commercial buildings or extensive remodel projects), over-the-counter / same day plan review and permit approval for minor construction projects (pools, fences, patios and residential remodels). At this time, the department allows a limited number of project types to be submitted electronically; it has not mandated electronic plan submission for any project types. The system assigns each new project an 'application number' that will become the permit number at the point of permit approval.

During the plan review process, there is a separation and dissemination of plan sheets to reviewers who specialize in the various disciplines (Grading, Architectural, Electrical, Structural, etc.). Throughout the review cycle, each reviewer may draft correction letters; corrected responses are coordinated between the review team. At the end of the review process when the reviewers have approved all sheets, plans are married back together and stamped. The system calculates the appropriate plan review and permit fees based on value. Taxes and other development fees are calculated, charged and collected by the Building Department and then redistributed to other departments as required. The primary permit for a construction project is the building permit, and each associated trade (Electrical, Plumbing, and Mechanical) is required to obtain subsequent permits under the general contractor/building permit application umbrella. Permits are issued and fees are paid at the Building Department office, and the customer is provided with an approved set of plans, either paper or DVD in the case of electronic processing. Some fixed fee simple permits requiring no plan review (water heaters, water softeners, meter tag replacements, etc.) are issued online.

Most customers schedule inspections online, but they may also schedule via IVR or call for operator assistance. Inspectors are assigned by geographical area and specialized trade. The Building Department objective is for 100% of inspections to be performed on the requested day. Inspectors currently receive paper tickets for assigned inspections each morning, organize their route, perform their inspections, and then return to the office to enter inspection results. Inspectors perform inspections on overtime as assigned and only with supervisor approval; the department charges overtime fees accordingly. Each project type has a unique set of sequentially required inspections; the system enforces rules to ensure that inspections are performed in the prescribed order. Pre-requisite clearances are manually added to a project as required inspections based on application data added by plan reviewers. These clearances include, but are not limited to releases from Fire Prevention Bureau, Public Works, third party inspection

reports, and public utility agencies. The coordination of these clearances is incumbent on the customer. The customer cannot request Final inspections until all required inspections and clearances have been approved. Upon the approval of a Building final inspection for specific project types, the department issues Certificates of Occupancy or Completion. The department will not issue certificates if there are outstanding fees or inspections pending.

The Engineering division of the Building Department provides structural and grading plans examination services. They also administer a Special Inspection program by approving and listing Quality Assurance Agencies and their special inspection personnel, transportation systems, and fabrication facilities that supply services and materials to the Las Vegas Valley. Ride operation certificates are issued each year for each ride after the approval of the yearly safety inspection.

The Code Enforcement team at the Building Department responds to citizen complaints regarding construction code violations. They receive complaints via web form submittal, phone call and internal or external reports of suspected violation. The staff assigned to this team research, inspect and monitor violations through use of violation notices and other citations. This team also performs damage assessments required prior to the issuance of permits on damage cases (i.e. fire, water damage, etc.).

The Building Department has a specialized team of inspectors dedicated to inspection and investigation for resort properties in Clark County. These projects are large scale, heavily occupied and are constantly undergoing change that could possibly affect the overall life safety and master exit planning for the property as a whole. The inspectors assigned to a resort investigation perform research and inspections to determine impact of remodels, improvements and maintenance programs. The department charges the properties hourly fees and assesses violation fees as applicable. Monthly invoices are processed based on Inspector timecards for billable hours charged to the properties. Several violations are typically found and permits are required based on investigation results. The department monitors the resort property until all violations are resolved and the customer has paid all outstanding fees. Each resort property is reviewed on a rotating basis.

Building Department Records retain electronic images of official development and construction documents. These documents are scanned, indexed (through a permit system interfacing user exit), stored and destroyed based on document types and state approved retention schedules. Document types that are not restricted or copyrighted are available for viewing through a web service. Copies of documents are available for purchase in the Records office.

The Building Department cashier accepts fee payments in the form of Cash, Check, Money Order, credit card and escrow accounts. At the end of the day cashier completes a reconciliation process and turns the resulting package to the bookkeeper.

The bookkeeper completes a next day reconciliation process, taking the reports from the system and manually balancing the amounts basing on cash, check, escrow, credit card payments. After completing the reconciliation, the bookkeeper prepares a remittance report and manually posts the amounts to SAP. Note that the Building Department collects fees for other County agencies; these entries are also posted into SAP for appropriate distribution.

Building Department Escrow accounts are created to support construction fee activity at the project level. Customers may have multiple escrow accounts if they have multiple projects. Escrow Accounts are

also associated with an escrow account type, which defines how the customer wants to manage or use the account.

### 7.3.2 FIRE PREVENTION BUREAU SERVICE PROCESSES

Fire Prevention currently has approximately 29 processes relative to the current system. Today, when a contracting company/customer requires Fire Prevention services, the applications are submitted via paper, in person, via FAX, mail, email, or by electronic application. Of the 29 processes, the majority of the work involves the Plan Review, Inspection, Permit Management, and Scheduling. Fire Prevention also supports a Permit Survey process, which assists in the evaluation of permits required for hazardous materials and other fire code permitted processes.

Plan review processing is based on the type of plan submitted and whether additional services, such as expedited plan review, have been requested. Some plan types have a one-day turn-around service, and others, such as special events, have specific submittal timeframes and review processes. In general, plans are submitted with an application; the customer pays the application fee or a base application fee at the time of submittal. The plans are routed to the plan review area and are organized into plan review bins. The plans checkers pull the plans in order by type and service, to complete the plan reviews. Once plans are reviewed results are recorded. Typically, the plan is either approved or rejected, in which case a correction letter is issued. Once the plan review is complete, the plans are sent to finance for quality verification and fee assessment; the finance staff may update the fees, based on the plan type, service changes, detail plan elements such as square footage, quantity of sprinkler heads, etc. The customer monitors the plan review status online, goes to the Building Department to pick up approved plans or unapproved plans with the associated correction letter, and pays any additional fees due. If corrections are required, the customer completes corrections and submits a set of revised plans. If the plans are approved, the customer completes the installation or setup and schedules and inspection. The online plan review process is similar to the manual one; however, plans are submitted and reviewed electronically. Plans are reviewed and marked up through a plan review system and any letters associated are sent electronically.

The inspection scheduling process uses a points system to determine inspector availability on any given day. Each inspector is assigned a number of points “available” for actual inspection activity on a daily basis and each inspection or other activity is assigned an appropriate number of points to represent the average amount of time required for a particular activity. The number of points assigned to each inspector may be different based on the amount of travel time generally needed within their assigned inspection area. The system also provides the ability to create blocks of time for non-inspection activities (E.g. training, meetings), which effectively reduces the number of remaining points available for inspection. Inspectors have the ability to rollover and reschedule inspections when inspections cannot be completed on the scheduled date or when the customer is not ready for the inspection as scheduled. The customer can request an inspection to be performed outside the normal workday hours by requesting an overtime inspection. Overtime inspection requires a minimum payment and may require additional fees to be paid after the inspection. It is also based on the availability of an inspector. There are specific rules within the process to identify and confirm the availability of an overtime inspector.

Some operational permits are considered renewal annually. Each permit has an expiration whereby the department issues a renewal invoice to the customer before the permit expires. The customer is required to verify that no changes have been made to the operational process and submit payment for the renewal fees. Once the renewal and validation of operation is received, Fire Prevention schedules an inspection for verification. If the customer has made operational changes, new plans must be submitted for review and a new permit issued once the plan review and inspection have been approved/passed and completed.

Fire Prevention supports other departments by performing preliminary zoning reviews, and fire safety inspections to support the business licensing process. They also support and assist in the coordination of Engine Standby for special events or for businesses with fire safety systems under repair, perform occupancy inspections, and are responsible for ensuring school drills are conducted.

Fire Prevention's code enforcement processes include inspection and follow-up on fire safety complaints and the issuance of Notices of Violation, Citations, and Stop Work Orders. It also includes scheduled Occupancy inspections.

All relevant documents associated with Fire Prevention activities are scanned and imaged in a (separate) document management system. This system pulls indexing information, based on the record type, from the land development system to support later retrieval. When a request for Fire Prevention records is received, staff creates an application and assesses a base fee, as well as additional fees based on the media selected and number of pages within the documents retrieved. The base fee is paid at the time of submission and the customer pays any additional fees at time of document pickup.

**Fire Financial Activities:**

- Assessment of Base, Overtime, Escalating & Renewal fees
- Processing of Refunds
- Fee Adjustments
- End of Day Revenue Balancing
- Month End Revenue Balancing
- Escrow (funded account used for paying for services)
- Outstanding Balance (collections)

Activity related to finance is initiated with fee assessment and collection of fees. Intake accepts payment only by check or cash. The cashier daily reconciliation is performed by Intake and reported to finance if they have over/under payments for fee adjustments. Finance performs the daily deposit reconciliation and an armored car company collects the deposit package. Finance prepares the cash journal in a spread sheet to post the transactions to the SAP system.

They also have month-end activity process to track the revenue and staff-hours' utilization on the activities they perform.

An "Escrow" account can be requested by a customer to submit fund into a holding account. The account is used for future payment of fees related to plan reviews, O.T or additional Fire Prevention services. Each customer may have multiple escrow accounts, which can be used for different fee types, divisions, or cost codes.

### 7.3.3 COMPREHENSIVE PLANNING SERVICE PROCESSES

The Comprehensive Planning Department reviews and approves various types of Land Use Applications (E.g. Zone Change), Administrative Applications (E.g. Street Naming) and Maps (E.g. Tentative Map) submitted by the applicant. There are different business processes involved in reviewing and approving various application/map types. Each business process has its own set of activities. Most of the activities associated with the processes are described below at a high level and may not necessarily be in a chronological order.

Typically, an applicant calls or visits the front counter to request zoning information. For High Impact/Major projects, negotiations are facilitated between Customer and Agencies and a Development Agreement is created. The applicant submits applications, plans and other applicable documents in person. The application and plans are reviewed to check if the requirements (E.g. Compliance to Title 30) are met. In certain cases, the applicant schedules an appointment to review the application. Then the fees are collected, recorded and a payment receipt is mailed to the applicant. A unique application number is created in the Land Management System to track project information. Relevant project documents are categorized and distributed to appropriate agencies requesting their comments. Distribution lists are maintained for various application types. The department combines various other agency comments and completes the Staff Report.

For some application types an Agenda Map, Aerial Map Locator, Summary of Agency Comments, and/or Director Acceptance Letter may be created; a Pre-Submittal Conference or Neighborhood Meeting may also be held. The planner and manager conduct a pre-agenda meeting. The Staff Report and Town Advisory Agendas are reviewed and sent to Town Advisory Board (TAB) or Citizen Advisory Council (CAC). Public Hearing Notices are created and mailed. TAB/CAC reviews relevant documents, conducts the hearing, and makes recommendation. Final Agendas are created and distributed to the appropriate people/departments. Planning Commission (PC) meeting notification is sent to the applicant. Planning Commission reviews relevant documents, conducts the hearing and disposes. The application could be approved, denied, appealed, forwarded, held or withdrawn. Held or withdrawn reasons-are entered in Agenda Log Amendment. Approval/Protest Card Results are entered for approved, forwarded or held items.

For certain applications and for appealed or forwarded applications, the Board of County Commissioners (BCC) reviews relevant documents, conducts the hearing and disposes. The application may be approved, denied, or held. If approved or denied, a reconsideration request can be submitted. A Notice of Final Action (NofA) or Ordinance may be created. Title 30 may be updated. Approval/Denial letters could be created and mailed to the applicant. For High Impact/Major Projects, a Development Agreement is distributed to the appropriate people/agencies. Certain project documents are certified and imaged in the Document Management System.

The Comprehensive Planning Department also creates and maintains new addresses, address changes, street names and subdivisions. They track and review Building Zoning Plans, Daily Receipts, print Planning Commission/BCC logs, and approve compliance with Comprehensive Planning requirements for Business License.

Financial processes are initiated when a planner collects the fee or the customer comes to the front desk and pay for any request. Cashier applies the fee to the application and at end of the day does the reconciliation. Depositor prepares the remittal report and posts the transactions into SAP and also deposits the funds with the paper work in the treasurer office. Comprehensive Planning does not have any escrow account activity.

### 7.3.4 PUBLIC WORKS DEVELOPMENT REVIEW DIVISION SERVICE PROCESSES

Public Works issues permits and performs various plan reviews such as drainage study, traffic study, offsite, bonds, structure, major and minor maps, survey and right of ways, as well as revision review. Some of these plan reviews are the prerequisites to issuance of Public Works permits as well as permits

issued by other departments. For example, the Public Works Final Offsite Permit is required by the Building Department in order to issue their building permit(s).

Public Works also depends on other agencies before they start an application to review. For example, to initiate a traffic mitigation review they need a Notice of Final Action (NofA) issued by comprehensive planning.

Currently, the customer is responsible for coordinating all the agency dependencies. The general process is for a customer to initiate the permit process by completing an application at the front counter. The front counter associate manually calculates the permit fee based on the submittal type and then collects the fee from the customer. Once fee is paid, a submittal package is placed in the appropriate reviewer's queue, based on the submittal type. Reviewer picks the application from the queue, performs a review, and coordinates any necessary changes or corrections with the customer until they issue/reject the permit. Customer is charged an Overtime inspection fee if they want to expedite the review process.

Financial processes are initiated with the collection of fee. Front desk accepts payment only by check or cash. Front desk performs the daily cash reconciliation and post the transactions to SAP. End of the day, deposit package is given to the Admin specialist. Admin specialist verifies the amounts with the reports and deposits the package in treasurer's office. Finance staff makes any necessary corrections.

The Front desk can create a new escrow account for the customer. Escrow accounts are based on the customer so every customer can maintain only one escrow account. A monthly statement is sent to customer with the list of activities.

### 7.3.5 WATER RECLAMATION DISTRICT SERVICE PROCESSES

The Water Reclamation District reviews and approves the sewer section on Certificate of Occupancies, and releases the sewer portion for Offsite Bonds. There are two separate Onsite and Offsite business processes. The activities associated with the processes are described below at a high level and may not necessarily be in a chronological order.

In the offsite process, the engineer emails the District and requests a point of connection and corresponding as-built drawings for their proposed project. The applicant submits a data sheet and offsite civil plans in person. The engineer obtains the Offsite application number from CCPW prior to submitting the plans to the District. A new project number is created in the District's system. The plans are reviewed to check if they meet the requirements in the Design and Construction Standards for Wastewater Collection Systems, Southern Nevada. When requirements are met, the District signs a Mylar copy of the plans provided by the engineer, and then signs off on the offsite civil plans (sewer section) in the Clark County Land Management System. If requirements are not met, the plans are returned to the applicant to make necessary updates. The customer notifies the District when the offsite sewer construction starts, when various sewer inspections are needed, or the sewer construction is ready for final inspection or bond release. The District GIS team is notified at job start, and again when the sewer is accepted by the District. Asset information is manually entered into the Water Reclamation District GIS system. The construction job/assets are inspected and the results are maintained manually in the inspection checklist. Inspection testing reports submitted by the applicant/contractor are reviewed and the inspection stages are tracked manually. If inspection requirements are not met, the customer is notified to fix the job and schedule another inspection. If inspection requirements are met,

the sewer offsite construction final inspection is approved and the customer and GIS team are notified. The final as-built data (Survey, CAD) is entered into the Water Reclamation District GIS system. The applicant can request a Certificate of Occupancy sewer release once the sewer installation has been accepted by the District. The Offsite process also includes approving the sewer portion Encroachment Permits for sewer lateral repairs requested by the customer and responding to Zoning Review requested by Comprehensive Planning Department.

In the onsite process, the applicant calls or visits the front counter to request information. The applicant submits an application and plumbing plans in person. Digital plans are also accepted through the District website. For commercial property, the Customer Classification is determined and the fixtures are counted to estimate the connection fees. For residential property, the type of dwelling unit is used to assess connection fees. The connection fee is entered and tracked in the customer information system. The connection fee requirement is signed off in the Clark County Land Management System when all requirements have been met. Water Reclamation staff perform a physical inspection on Commercial properties when the Certificate of Occupancy has been issued. This field inspection is conducted to verify the fixture count and business type. Any adjustments to the connection fees are invoiced to the legal owner.

Water Reclamation District financial processes are performed separately outside the Clark County financial system and are not included within the scope of this project.

### 7.3.6 LAND DEVELOPMENT CURRENT AS-IS PROCESSES

- BD001-New Commercial Plan Submittal and Review
- BD002-Plan Submittal for Commercial or Residential with Grading
- BD003-Permit Issuance
- BD004-Civil Engineering Plan Review
- BD005-Commercial Plan Review
- BD006-Commercial Short Plan Review
- BD007-Commercial Over the Counter (COTC) or Over the Counter (OTC) Plan Review
- BD008-Inspection Scheduling and Residential Inspection
- BD009-Inspection Scheduling and Shell Inspection
- BD010-Inspection Scheduling and Commercial or Tenant Improvement Inspection
- BD011-Inspection Scheduling and Phased Construction Inspection
- BD012-Plan Exam Revision Review
- BD013-Plan Submittal for Mobile Home on Private Property or Estate Property
- BD014-Residential Plan Review
- BD015-Residential Over the Counter Plan Review (ROTC)
- BD016-ROTC,COTC or OTC Permit Issuance
- BD017-Residential Short or Mobile Home on Private or Estate Property Plan Review
- BD018-Standard Plan Review (Step 1 of 3)/Residential Track Homes
- BD019-Standard Plan (Step 2 and 3 of 3 Steps)
- BD020-Zoning Plan Review
- BD021-Complaint Process
- BD022-Resort Inspection Process
- BD065-Daily Cash Balancing
- BD066-Escrow Accounts
- BD067-RAI Financial Process

- CP101 - Administrative Design Review Process
- CP102 - Administrative Application (Street Naming, Minor Deviations)
- CP103 - Administrative Temporary Use Application
- CP104 - Development Agreement for High Impact Project and Major Project
- CP105 - Pre-Submittal Application Process
- CP106 - Reconsideration Process
- CP107 - Text Amendment Process
- CP108 - Annexation Request (all zoning districts), Design Review, Extension of Time, Street Name/Numbering Change, Tentative Map, Use Permit, Vacation and Abandonment, Variance, Waiver of Conditions, Waiver of Development Standards and Conforming/Non-conforming Zone Change)
- CP109 - Fee Payment Process
- CP110 - Daily Funds Reconciliation
- FD070-Administrative-Create-Modify Contractors
- FD071-Administrative-Imaging
- FD072-Administrative-Inspection Scheduling
- FD073-Administrative-Manage Time & Availability
- FD074-Administrative-Overtime Process
- FD075-Administrative-Permit-Modify-Address
- FD076-Administrative-Permit-OwnershipChange
- FD077-Citation
- FD078-Complaint
- FD079-Create-Modify-Application-Request Process
- FD080-Finance-Cash Balancing Daily Deposit
- FD081-Finance-Daily Cashier Balance
- FD082-Finance-Escrow Accounts
- FD083-Finance-Fee Adjustments
- FD084-Finance-Month End Process
- FD085-Finance-Refund
- FD086-Inspection-Business License
- FD087-Inspection-Courtesy
- FD088-Inspection-Occupancy
- FD089-Inspection-Perform Inspection
- FD090-Inspection-Record Search
- FD091-Permit-Apparatus Standby Process
- FD092-Permit-Permit Survey
- FD093-Permit-Renewable-Expiration
- FD094-Plans-Civil Plan Review
- FD095-Plans-Review
- FD096-Plans-Review-ElectronicPlans
- FD097-Suppression-FireDrill
- PW001-Boundary Line Adjustment
- PW002-Off Site Inspection
- PW003-Development Review Off Site Plan Check
- PW004-DR Partial Cash Bond Release (Cash or Cash in Lieu)
- PW005-Traffic Control Application/Permit
- PW006-Traffic Control/Encroachment Inspection
- PW007-Development Review Traffic Mitigation Review
- PW008-Traffic Study Review

- PW009-Traffic Control Plan and Encroachment Permit
- PW010-Development Review-Administration Deviation /Finish Floor Waiver
- PW011-Exception to Determination - Minor Subdivision Map
- PW012-Geotechnical Report Review
- PW013-Major Subdivision Final Map
- PW014-Major Subdivision Reversionary Final Map
- PW015-Minor Subdivision Map
- PW016-Reversionary Parcel Map - Minor Subdivision
- PW017-Revision Review
- PW018-Right of Way - BLM Process
- PW019-Separate Document
- PW020-Vacation
- PW021-PAC Review
- PW022-Drainage Study Review
- PW023-Structure Review
- PW060-Finance-Escrow Account
- PW061-Finance-Balance Daily Cashier Deposit
- WR 101- Water Reclamation District As -Is Process Flow (Offsite)
- WR102-Water Reclamation District As-Is Process Flow (On Site)

## 7.4 LAND DEVELOPMENT & PUBLIC RESPONSE FINANCIAL PROCESS INFORMATION

Land development financial processes are all about collection of fees and managing funds until they are deposited in a bank. Following are the different activities that are executed under the financial process:

- Assessment of Base, Overtime, Escalating & Renewal fees
- Fee Collection/Invoicing
- Daily Cashier Reconciliation
- Cash Balancing – Daily deposit
- Fee Adjustments
- Month End validations and reporting
- Escrow accounts
- Refunds
- Prepare Cash journals to post the transaction to SAP

Even though the financial activities are similar in Land development and Public Response departments, the processes that are followed to fulfill each activity are different from department to department.

Land development financial processes are initiated with assessment of fees for an application. For each application, the cashier manually calculates the total fee amount and receives payment from the customer. The accepted forms of payment could be Cash, check, Money Order or from an Escrow Account. Note that the Building Department collects fees for other County agencies; these entries are also posted into SAP for appropriate distribution.

Daily Cashier Reconciliation is initiated at the end of day; each cashier prints the reports, manually balances funds with the cash receipts and verifies the funds with the values on the reports. If any

corrections are identified, those are reported to the depositor (typically back office staff) for adjustments. After balancing, cashier prepares a package with funds, cash receipts, reports and submits the package to the back office

Cash Balancing – The daily deposit is initiated on next business day in the morning. The depositor performs fee adjustments as reported by the cashier, reconciles funds pertaining to all cashiers by printing reports from the system, and manually balances funds based on cash, check, escrow, payments. The depositor prepares the deposit package for Loomis pickup or for submission to the treasurer's office. Finally, based on the combination of general ledger (GL) accounts with cost center, the depositor consolidates funds and prepares the revenue transmittal report (excel sheet) to post transactions into SAP (Financial system).

As a month end activity, back office staff prints reports to verify and analyze month end Revenue Balancing and staff utilization on the activities they perform.

The customer will initiate refunds by submitting a manual request at the front counter. In some departments, back office staff begin the refund process by verifying whether the customer has any outstanding fee, adjust the refund amount, and apply the refund amount to an escrow account until the process is completed. This is done to track the funds until they are returned to the customer. Most departments create a Non-PO payment request, send it to management for signature, place the request as an agenda item for commissioner review, and then the treasurer issues the refund check to the customer.

The major process difference is identified in the usage of escrow account:

Building Department Escrow accounts are created to support construction fee activity at the project level. Customers may have multiple escrow accounts if they have multiple projects. Escrow Accounts are also associated with an escrow account type, which defines how the customer wants to manage or use the account.

Fire department Escrow account setup is typically based on fees, plan reviews, O.T or permit type. As a result each customer may have multiple escrow accounts to differentiate cost centers or for separate accounting purposes

Comprehensive Planning does not have any escrow account activity.

Public Works Escrow accounts are based on the customer and can maintain only one escrow account.

CCPRO financial processes are very limited, as this department does not deal directly with money. The department endorses and forwards to the Treasurer for payment processing any payments for assessed fees. If the property owner does not pay the amount, a lien will be filed and attached to the property. Property Owner has to clear the Lien before paying the property taxes at treasurer's office. Information related to Invoicing, Purchase Orders to contractors, payments is maintained in SAP system.

# 8 BLITZ GENERAL REQUIREMENTS

The Proposer shall respond to BLITZ General Requirements in Evaluation Phase 1.

| Req # | Description |
|---|---|
| 1 | A request/application (license, permit, complaint, etc.) shall be related to one or more attributes:<br>a) A specific address<br>b) Assessor's Parcel Number (APN)<br>c) GIS coordinates<br>d) polygon |
| 2 | Ability to edit, copy, paste documents (MS Office) attached to the record. |
| 3 | Ability to view placement of a request within a workflow process and its status, length of time in that status, submission date, Department, estimated completion date, actual completion date, last action, last action time and date. |
| 4 | Ability to view related permits, inspections and other department (internal and external)documents, permit/license/complaint, etc. by business license. |
| 5 | Ability to view/apply fees by specified attributes (E.g. project type, category). |
| 6 | All audit trail/record must be viewable by the end user. |
| 7 | All electronic notifications shall contain a link to the record or document that the email is regarding. |
| 8 | All updates or new entries require a confirmation of successful or unsuccessful submission. |
| 9 | Any fields of information requiring telephone or address entry must allow international and domestic numbers. |
| 10 | Application/project numbers shall be systematically assigned, with application year designation. |
| 11 | Applications/projects must be distinguishable based on department origination. |
| 12 | Applications/projects must be distinguishable based on department attribute designation. |
| 13 | Customers shall have the ability to setup a single profile to manage multiple requests or permits and licensing related to Clark County departments. |
| 14 | Fields of information that cannot be modified or the person does not have access to modify shall be visibly distinct from other fields of information that can be edited. |
| 15 | If a validation has failed, the System will describe the details of the problem and prompt the user to edit the specific field or data. |
| 16 | If any agency/department gets a request for a special event, the system will provide the capability to notify all agencies regarding the event. |
| 17 | If fees are outstanding within one department for a project or property, other department services shall have the option to be put on hold. |
| 18 | If the Assessor Parcel Number relationship to address changes or is deleted, the system will notify other departments with the detail of the change. |
| 19 | If the location (Address, APN) on a permit is corrected that change needs to be reflected in the document management and imaging system. Notification needs to be sent to affected departments. |
| 20 | In the event an overage of funds occurs (overpayment or overcharge), Finance must be able to apply the funds to an escrow account or other outstanding fees. |
| 21 | Logos and headers for printed documents must be customizable by departments. |
| 24 | Receipt detail will have a font of 12 or greater for improved visibility. |
| 25 | Receipt numbers shall be systematically assigned. |

| Req # | Description |
|---|---|
| 26 | Search capabilities shall include the following:<br>a) Search by location (i.e., address, GIS, parcel, cross streets)<br>b) Search by person (i.e. contact, financial responsible party, property owner, business owner)<br>c) Search by system numbers (i.e. request #, application #, permit #, business license #)<br>d) Search by monetary transactions (Check #, amount, transaction number)<br>e) Search by keyword<br>f) Search by for exact match<br>g) Search by wildcard<br>h) Search within date range<br>i) Search of customized field data (i.e., Major Property Name, Project Name, Business Name, Occupancy type, Business Owner)<br>j) Case insensitive searching |
| 27 | System ability to have multiple 'windows' open and toggle between areas within the System. |
| 28 | System must be able to print to any computer based or mobile device printer. |
| 29 | System must be capable of exporting and saving to Microsoft Office formats, .PDF, .CSV formats. |
| 30 | System must interface real time with an authoritative source (i.e. Assessor's data) for parcel, ownership and address information and be kept up-to-date with changes. |
| 31 | System must interface with or provide IVR. |
| 32 | System must provide a way to group more than one parcel or addresses to be a Major property (give a designation to a polygon).<br>(i.e., Caesar Entertainment may consist of 4 parcels) |
| 35 | System shall allow and track project extensions and only designated users or user groups are authorized to make the changes.<br>System shall allow and track project to contractor associations and only designated users or user groups are authorized to make the changes.<br>System shall allow and track permit renewals/extensions and only designated users or user groups are authorized to make the changes. |
| 36 | System shall allow critical location notes to be 'flagged', or added to locations, and displayed at designated points within workflow. |
| 37 | System shall allow designation of documents as public versus private. Items considered private will have a standard set of requirements for releasing such documentation to the customer. |
| 38 | System shall allow for location, project, contractor, permit, or inspection level 'holds'. |
| 39 | System shall allow photo, document, audio and video attachments to system records. |
| 40 | System shall have maximum limit of no less than 2000 attachments limit per record. |
| 41 | System shall have specific fields that have a 'help' icon where a mouse over displays a snap shot of what is expected for that field. |
| 42 | System shall have the ability to add comments to specific steps within a work flow. |
| 43 | System shall have the ability to bypass and/or divert from a specified workflow step. |
| 44 | System shall highlight the field and window that is active. |
| 45 | System shall not limit the number of inspections per project. |
| 46 | System shall provide customizable 'dashboard' views and reports. |

| Req # | Description |
|---|---|
| 47 | System shall provide the ability to create an ad hoc report by click and dragging of requested data fields/information for search criteria and output fields. |
| 48 | System shall provide the capability to create customized form field templates for Notices, forms and certificates and the templates shall be secured by role, department or individuals. |
| 49 | System shall provide workflow components that include but are not limited to:<br>1. Sequential tasks or reviews<br>2. Concurrent tasks or reviews<br>3.Pre-requisite dependencies<br>4.Approval capabilities<br>5. Task assignment (Individuals/Groups)<br>6. Past Due Task Notifications |
| 50 | The interface of an individual license shall display categorized details regarding the specific license. Including related licenses, permits, business address and business owner information. |
| 51 | The receipts printable or viewable from the system shall provide a receipt for a single current transaction. |
| 52 | The System allows a User to turn on and off electronic alerts. |
| 53 | The system may use a third party for retention of credit card information for paying overtime, renewable permits/licenses, and/or any outstanding service fees. |
| 54 | The system must maintain audit trail/record for all changes, additions and deletions performed by the end user or the system. |
| 55 | The system must provide at least 10 years of data storage without system degradation and allow archiving of records older than 10 years. |
| 56 | The system must provide the ability to enter personnel work hours, to do tasks, and block time (meeting, training, out of office) for a specific employee or interface with another external system that does the same function (including Outlook). |
| 57 | The system shall allow acceptance of multiple electronic payment options online or point of sale. |
| 58 | The System shall allow all views (workbasket and search criteria, work console/assignments) to sort by column headers. |
| 59 | The system shall allow entry of multiple fee schedules that will be assigned a start date and a possible end date. |
| 60 | The system shall allow multiple structures on a single parcel and a single structure on multiple parcels. |
| 61 | The system shall allow submission of plans electronically. If the plans are not submitted electronically, the departments will have the ability to charge a processing fee(s). |
| 63 | The system shall allow the user to return to the previous page with a single click. |
| 64 | The system shall be able to send/receive electronic documents via FAX. |
| 65 | The system shall date and time stamp all reports when they are generated. |
| 67 | The system shall have a means of visible separation of activity log/work log/diary and audit trail entries for a specific request or record. Information shall be sortable via the most recent or oldest. |
| 68 | The system shall have a mobile version of the application that can be used on multiple wireless devices with different operating systems. |

| Req # | Description |
|---|---|
| 69 | The system shall have a repository to store and share documentation**.** If the system does not , the system must integrate with a new or existing document imaging system (i.e. File 360, Apose). |
| 70 | The system shall have click and drag graphical user interface for workflow creation by authorized users. |
| 71 | The system shall have data field level security by roles, departments, or individuals. |
| 72 | The system shall have its own invoicing capabilities or it can be integrated with an existing or new invoicing system. |
| 73 | The system shall have the capability to create, maintain and track permits, licenses, inspections and requests by a unique project identification. |
| 74 | The system shall have the flexibility to prioritize work request types and inspection types over other requests (i.e., permit requests (P1), complaints (P2), courtesy inspections (P3)). |
| 75 | The system shall maintain historical fee schedules and their attributes. |
| 76 | The system shall make specific application (request), permit and license information visible to all departments. |
| 77 | The system shall make specific complaints, violations or code enforcement information visible to all departments. |
| 78 | The system shall provide configurable security in that departments may have view or restricted access to other department's documentation. |
| 80 | The system shall provide the capability to notify or place an alert with another department in the event a hold or stop is required from another department for a license, permit, or inspection. |
| 81 | The system shall provide visibility into APN Historical Information or integrate with the Assessor's system for a view of the APN Historical information. |
| 82 | The system should display dates in the MM/DD/YYYY format. |
| 83 | The system will allow printing related permits, documents, emails issued from the system more than once and allow specification of number of copies to be printed. |
| 84 | The system will allow upload and maintaining of codes (i.e. IFC-international fire code, IBC-international building code, Title 30) and permitting guidelines. |
| 85 | The system will allow using more than one method of payment for the same transaction. |
| 86 | The Vendor shall have 24 x7 support (SLAs) and a responsive enhancement request process. |
| 87 | Unread records shall be displayed in BLUE; Read text shall display in BLACK; Flagged records shall display in BOLD and RED text. |
| 88 | Users must have the ability to upload documentation via an online interface or via submission to a department. |
| 89 | When hovering over a line item within search results or viewing the work assignments, the system shall provide a preview pop-up allowing the user to view a clip of details for the specific record. |
| 90 | The system shall have live chat communication capabilities. |
| 91 | Escrow accounts within the system shall have the option for departmental distinction. |
| 92 | Credit Card details printed on the receipt should be encrypted for security purpose. |
| 93 | Any financial adjustments shall have actual date and time of change. |

| Req # | Description |
|---|---|
| 94 | If a contractor has multiple escrow accounts, system shall be able to tie all of them together and display them by contractor. |
| 95 | (Nice to Have) If the financial reports have drilled down capability. |
| 96 | System shall be able to schedule the reports on a defined basis (i.e. Daily, weekly, month, etc.) and also have the ability to choose the output format (e.g. print/email/pdf). |
| 97 | If payment method is escrow, System shall able to display the details of account while payment process is done. |
| 98 | System shall be able to store Cost Center data and also should able to manage the cost center data. |
| 99 | System shall have a setup where transaction is tied up with a GL account basing on the fee type. |

# 9 BLITZ USE CASES(FUNCTIONAL REQUIREMENTS)

Clark County has completed a considerable level of analysis in preparation for this project. In addition to defining RFP requirements, this effort is expected to provide a robust baseline for implementation analysis.

The tables below identify the Use Cases developed to help identify required functionality sought in the new system. These use cases define proposed or expected functions and workflow identified as the result of an internal gap/issue analysis of current processes. These use cases are the baseline with which the County will use to evaluate the functionality of a proposed system.

The Proposer should review the use cases for a description of the task to be accomplished, success criteria, business rules, security, etc., and provide a response based on the proposed system's ability to meet the goal/intention of the use case. The County expects that the Proposer shall also consider the level of analysis and available documentation when developing an analysis plan and estimating associated costs.

The BLITZ Use Case Master Index (provided as a separate file) provides detailed Use Case information to assist in the response process. Refer to the Index and Use Cases for specific requirements. Note that the County seeks to implement an out of the box solution to the greatest extent possible and expects to update implementation requirements based on the selected vendor's best practices.

The Proposer shall respond to Use Case/Functional Requirements in the Evaluation Phase 1. Refer to the BLITZ Phase 1 Evaluation Score Sheets and instructions for additional information.

## 9.1 BUSINESS LICENSE USE CASES

| Use Case Name | Category |
|---|---|
| BL02-01 Collections-Collections Process-All license types | Financial |

| Use Case Name | Category |
|---|---|
| BL03-02 Process a New Application-Franchise | Application/Request Submission |
| BL09-02 Daily Reconciliation-Pymt Processing Online | Financial |
| BL09-03 Daily Reconciliation-Same Day | Financial |
| BL09-04 Daily Reconciliation-Next Day | Financial |
| BL10-01 Out of Business-Placing Business OB - BO Initiated | Permit/License/Certificate Maintenance |
| BL10-02 Out of Business-No Response | Permit/License/Certificate Maintenance |
| BL10-04 Out of Business-Reinstatement of Business | Permit/License/Certificate Maintenance |
| BL12-01 Processing an NSF Payment | Financial |
| BL14-01 Audit-Creating an Audit Package | Financial |
| BL14-02 Audit-Auditing an Audit Package | Financial |
| BL14-03 Approving an Audit Package | Financial |
| BL14-04 Audit-Processing an Audit Package | Financial |
| BL14-06 Audit-Audit Collections Process | Financial |
| BL14-07 Audit-Audit Appeals Process | Financial |
| BL14-08 Refund Process Use Case | Financial |
| BL15-01 Complaint-Creating A Complaint | Code Enforcement |
| BL15-02 Compliant-Processing a Complaint | Code Enforcement |
| BL18-01 Online Business Search-Conducting Search | Customer Portal |
| BL22-01 Unlicensed Businesses Discovery | Permit/License/Certificate Maintenance |
| BL23-01 Creating a Work Order | Permit/License/Certificate Maintenance |
| BL24-01 HO-Processing For HO Meeting | Code Enforcement |
| BL25-01 Film Permit-Application Submittal | Application/Request Submission |
| BL25-02 Film Permit-Receipt of New App | Doc Review/Approval Workflow |
| BL25-03 Film Permit-Register for MMA | Customer Portal |
| BL25-04 Film Permit-Application Processing | Doc Review/Approval Workflow |
| BL25-05 Film Permit-Process Film Permit | Doc Review/Approval Workflow |
| BL26-2 Business files a Bankruptcy | Permit/License/Certificate Maintenance |
| BL28-01FindingBusinessCompliant | Code Enforcement |
| BL21-01 Entering Time Reporting | Time Tracking |
| BL29-03 Civil Penalty | Code Enforcement |
| BL03-01 New Business License App - ALL | Application/Request Submission |
| BL03-03 Process a New Application-General | Doc Review/Approval Workflow |
| BL03-04 Process a New Application-LiqGaming | Doc Review/Approval Workflow |
| BL03-05 Process a New Application-Regulated | Doc Review/Approval Workflow |
| BL04-03 Temporary License | Doc Review/Approval Workflow |
| BL06-01 Business License Renewal | Permit/License/Certificate Maintenance |
| BL06-02 Renewal-Processing a Renewal | Permit/License/Certificate Maintenance |
| BL09-01 Daily Reconciliation-Pymt Processing In Person | Financial |
| BL11-01 Special Event and Use Permits | Doc Review/Approval Workflow |
| BL13-01 Creating an Agenda Item | Doc Review/Approval Workflow |
| BL29-01 Processing noncompliant Businesses | Code Enforcement |
| BL29-02 Noncompliance for Audit | Financial |
| BL31-01 WS -Manage my Account | Customer Portal |
| BL07-01 Multijurisdictional Contractor Requirements | Shared Data |

## 9.2 LAND DEVELOPMENT AND PUBLIC RESPONSE USE CASES

| Use Case Name | Category |
|---|---|
| BD023-Apply Project Fees | Financial |
| BD024-Case inspection-follow-up-maintenance | Code Enforcement |
| BD025-Check Plan Status Online | Customer Portal |
| BD026-Create and Maintain Escrow Account use case | Financial |
| BD027-Create and maintain new resort | Application/Request Submission |
| BD028-Create Certificate of Occupancy Use Case | Application/Request Submission |
| BD029-Create Contractor Account | Customer Portal |
| BD030-Create New Online Application | Application/Request Submission |
| BD031-Create Notice use case | Inspection |
| BD032-Create Project Number | Application/Request Submission |
| BD033-Create Temporary Certificate of Occupancy Use Case | Application/Request Submission |
| BD034-Create-assign new case | Code Enforcement |
| BD035-Electronic permit use case | Application/Request Submission |
| BD036-Expire Applications-Document Review & Approvals Use Case | Doc Review/Approval Workflow |
| BD037-Expire Permits Use Case | Permit/License/Certificate Maintenance |
| BD038-Inspection - Assignment - Reassignment Use Case | Inspection |
| BD039-Inspection Scheduling Use Case | Scheduling |
| BD040-Invoice Customer after Property Inspection use case | Financial |
| BD041-MaintainApprovedProviderList | Shared Data |
| BD042-OTC Document Review & Approval Use Case | Doc Review/Approval Workflow |
| BD043-Overtime Same day Inspection Scheduling Use Case | Inspection |
| BD044-Pay fees online use case | Financial |
| BD045-Permit Expiration-Warning Process Use Case | Permit/License/Certificate Maintenance |
| BD046-Permit Issue - Use Case | Application/Request Submission |
| BD047-Document Review & Approval Assignment Use Case | Doc Review/Approval Workflow |
| BD048-Process Plan Revision | Doc Review/Approval Workflow |
| BD049-Result Inspections Use Case | Inspection |
| BD050-Review Submitted Plans Use Case | Doc Review/Approval Workflow |
| BD051-Route and Track Plans use case BD-PS-02 | Doc Review/Approval Workflow |
| BD052-Special Inspection Agreement | Doc Review/Approval Workflow |
| BD053-Submit Case Online | Code Enforcement |
| BD054-Submit Plans Online | Customer Portal |

| Use Case Name | Category |
|---|---|
| BD055-Time Sheet Entry for property inspections use case | Time Tracking |
| BD056-Balance Daily Cashier Deposit | Financial |
| BD057-Daily Reconciliation by Book keeper | Financial |
| BD058-Daily Reconciliation of Online Credit Card Payments | Financial |
| BD059-Month end reports | Financial |
| BD060-Customer New Escrow Account request – Online | Financial |
| BD061-Customer New Escrow Account request – In person | Financial |
| BD062-Manage Escrow Account | Financial |
| BD063-Manage Escrow Account - online | Financial |
| BD064-Process Refund Request from Escrow Account | Financial |
| CP01 - Create and Update Address | Shared Data |
| CP02 - Create Multiple Addresses | Shared Data |
| CP03 - Maintain Street Dictionary | Shared Data |
| CP04 - Maintain Subdivision Codes | Shared Data |
| CP05 - Transfer Building Permit Address | Permit/License/Certificate Maintenance |
| CP06 - Review Assessor's Report 6132 | Reporting |
| CP07 - Review Assessor's Report 5332 | Reporting |
| CP08 - Review Assessor's Report 5337 | Reporting |
| CP09 - Review Assessor's Conversion Report | Reporting |
| CP10 - Create Address Report | Reporting |
| CP11 - View Application and Map Submittal Information | Customer Portal |
| CP12 - Submit and Update Application, Maps and Plans | Application/Request Submission |
| CP13 - Schedule Appointment | Scheduling |
| CP14 - Review and Update Application, Maps and Plans | Doc Review/Approval Workflow |
| CP15 - Create, Update, and View Project | Application/Request Submission |
| CP16 - Create, Signoff, and View Project Review | Doc Review/Approval Workflow |
| CP17 - Create, Update, and View Project Conditions and Comments | Doc Review/Approval Workflow |
| CP18 - Create, Update, and View Project Documents | Doc Review/Approval Workflow |
| CP19 - Create, Update, and View Fees and Receipts | Financial |
| CP20 - Create and Distribute Project Notification | Communication |
| CP21 - Inquire Project Information | Doc Review/Approval Workflow |
| CP22 - Maintain Fee Code | Financial |
| CP23 - Search Business License | Shared Data |
| CP24 - Signoff Business License Zoning Review | Doc Review/Approval Workflow |
| CP25 - View Certificate of Occupancy | Shared Data |

| Use Case Name | Category |
|---|---|
| CP26 - View GIS Information | Shared Data |
| CP27 - View Scanned Documents | Shared Data |
| CP28 - Export Project Information to Document Management System | Shared Data |
| CP29 - Export Agenda Information to Crystal Reports | Shared Data |
| CP30 - Export Agenda Information to Sire | Shared Data |
| CP31 - Export Project Conditions to Granicus | Shared Data |
| CP32 - Export Notification Information to ArcInfo | Shared Data |
| CP33 - Daily Cashier reconciliation | Financial |
| CP34 - Daily Deposit – Next Day | Financial |
| CP35 - Month End Activity | Financial |
| FD001-Customer-Create-ModifyProfile | Customer Portal |
| FD002-PopulateAddressInformation | Application/Request Submission |
| FD003-Customer-Escrow Account Request-Online | Customer Portal |
| FD004-PopulatePersonInformation | Application/Request Submission |
| FD005-PopulateCompanyInformation | Application/Request Submission |
| FD006-Customer-Escrow Account Request-InPerson | Application/Request Submission |
| FD007-Customer-Manage Escrow Account-Online | Customer Portal |
| FD008-Manage Escrow Account | Financial |
| FD009-SystemMonitoring-Escrow-NoActivity | Financial |
| FD010-Create-Modify Company | Shared Data |
| FD011-SystemMonitoring-IncomingEmail | Application/Request Submission |
| FD012-CustomerPaymentOnline | Financial |
| FD013-CustomerPaymentInPerson | Financial |
| FD014-Customer-PermitSurveyOnline | Application/Request Submission |
| FD015-CustomerCheckRequestStatus | Customer Portal |
| FD016-CustomerCancelRequest | Customer Portal |
| FD017-CancelRequest | Customer Portal |
| FD018-CourtesyInspection | Application/Request Submission |
| FD019-System-Auto-Assignment-Inspection | Inspection |
| FD020-Customer-ApparatusStandby-Online | Application/Request Submission |
| FD021-System-Auto-CalculateOvertime | Time Tracking |
| FD022-Customer-ApparatusStandby-InPerson | Application/Request Submission |
| FD023-SystemMonitoring-UpdateSuppressionCAD | Shared Data |
| FD024-PlaceContractingCompanyonHold | Financial |
| FD025-Customer-IdentifyPermitsRequired | Customer Portal |
| FD026-SystemMonitoring-PermitRenewalDue60-30 | Permit/License/Certificate Maintenance |
| FD027-SystemMonitoring-ExpiredPermits-Greaterthan14 | Permit/License/Certificate Maintenance |
| FD028-Customer-ComplaintRequest | Code Enforcement |

| Use Case Name | Category |
|---|---|
| FD029-SystemMonitoring-OwnershipChange | Permit/License/Certificate Maintenance |
| FD030-CreateAssociatedPermit | Permit/License/Certificate Maintenance |
| FD031-SystemMonitoring-AddressChange | Permit/License/Certificate Maintenance |
| FD032-AddressChange | Permit/License/Certificate Maintenance |
| FD033-CreateBusinessLicenseInspection | Inspection |
| FD034-ManageWorkRequests | Application/Request Submission |
| FD035-RecordSearchRequest | Application/Request Submission |
| FD036-Create-ModifyDailyActivity | Time Tracking |
| FD037-Create-ModifyPre-CitationLetter | Code Enforcement |
| FD038-Create-ModifyNoticeofViolation | Code Enforcement |
| FD039-Create-ModifyCalendarEntries | Scheduling |
| FD040-Create-ModifyStopWorkOrder | Code Enforcement |
| FD041-Create-ModifyFireWatch | Inspection |
| FD042-Create-ModifyCitation | Code Enforcement |
| FD043-SystemMonitoring-APNChange | Permit/License/Certificate Maintenance |
| FD044-ManageInspections-Offsite | Inspection |
| FD045-Create-ModifyInspectionResults | Inspection |
| FD046-System-Auto-Assignment-Plans | Doc Review/Approval Workflow |
| FD047-Create-Modify-EmployeeSkills | Application/Request Submission |
| FD048-Customer-RenewPermit | Permit/License/Certificate Maintenance |
| FD049-RenewPermit | Permit/License/Certificate Maintenance |
| FD050-Create-ModifyInvestigation | Communication |
| FD051-SystemMonitoring-CreateOccupancyInspection | Inspection |
| FD052-PlanSubmission | Doc Review/Approval Workflow |
| FD053-SystemMonitoring-CreateDrillWR | Code Enforcement |
| FD054-PlanPickup | Doc Review/Approval Workflow |
| FD055-PlanReview | Doc Review/Approval Workflow |
| FD056-System-Auto-CalculatePlanDueDate | Doc Review/Approval Workflow |
| FD057-SystemMonitoring-PlanApprovalExpiration | Doc Review/Approval Workflow |
| FD058-Schedule-RescheduleInspection | Inspection |
| FD059-SystemMonitoring-OutofBusiness | Permit/License/Certificate Maintenance |
| FD060-System-Auto-Assignment-InspectionOvertime | Scheduling |
| FD061-TemporaryPermitRequest | Application/Request Submission |
| FD062-ChangePermit(s)Requested | Application/Request Submission |
| FD064-System-Auto-CalculateFees | Financial |
| FD065-Create-ModifyIndependentInspection | Inspection |
| FD066-CivilPlanReview | Doc Review/Approval Workflow |
| FD067-RenewablePermitRequest | Application/Request Submission |
| FD068-365DayNonRenewablePermitRequest | Application/Request Submission |

| Use Case Name | Category |
|---|---|
| FD069-Select-ModifyService | Application/Request Submission |
| FD098-Reporting-Balance End of Day transactions-Daily Deposit | Financial |
| FD099-Process Refund Request | Financial |
| FD100-EscrowReportbyContractor | Financial |
| FD101-SystemMonitoring-Notify Outstanding Fees | Financial |
| FD102-SystemMonitoring-Auto-Detect Outstanding Fees | Financial |
| FD103-Waive Fee | Financial |
| FD104-CancelRequest | Financial |
| FD105-Reporting-Balance End of Day transactions by Cashier | Financial |
| FD106-RectifyOverpayment | Financial |
| FD107-Void-Cancel Application by Intake | Financial |
| PW024-Geotechnical review | Doc Review/Approval Workflow |
| PW025-Request for License and Maintenance Agreement | Doc Review/Approval Workflow |
| PW026-Review  Encroachment Permit with TCP | Doc Review/Approval Workflow |
| PW027-Review Drainage Study | Doc Review/Approval Workflow |
| PW028-Review Offsite Plans | Doc Review/Approval Workflow |
| PW029-Review PAC Submittal | Doc Review/Approval Workflow |
| PW030-Review Revision Submittal | Doc Review/Approval Workflow |
| PW031-Review Structural Submittal | Doc Review/Approval Workflow |
| PW032-Review Traffic Mitigation Analysis | Doc Review/Approval Workflow |
| PW033-Submit and Review BLM Grants | Doc Review/Approval Workflow |
| PW034-Submit and Review Boundary Line Adjustment Map | Doc Review/Approval Workflow |
| PW035-Submit and Review Minor Subdivision Map | Doc Review/Approval Workflow |
| PW036-Submit and Review Separate Document | Doc Review/Approval Workflow |
| PW037-Submit Development Review Documentation | Application/Request Submission |
| PW038-Submit Encroachment Permit | Application/Request Submission |
| PW039-Submit FFW | Application/Request Submission |
| PW040-Submit TCP | Application/Request Submission |
| PW041-Traffic Study | Doc Review/Approval Workflow |
| PW042-Major Subdivision Map | Application/Request Submission |
| PW043-Minor and Major Final Map | Application/Request Submission |
| PW044-Offsite Inspection Resulting | Inspection |
| PW045-Release Regular Bond | Doc Review/Approval Workflow |
| PW046-Schedule Offsite Inspection | Scheduling |
| PW047-Submit Bond | Application/Request Submission |
| PW048-Zoning_Agenda Review | Doc Review/Approval Workflow |

| Use Case Name | Category |
|---|---|
| PW049-Create Order of Vacation | Doc Review/Approval Workflow |
| PW050-Exception Determination Minor Subdivision | Doc Review/Approval Workflow |
| PW051-Create New Escrow Account - Online | Financial |
| PW052-Create New Escrow Account - In Person | Financial |
| PW053-Manage Escrow Account - online | Financial |
| PW054-Mange Escrow Account - In Person | Financial |
| PW055-Fee Payment from Escrow Account | Financial |
| PW056-Escrow funds Refund Request | Financial |
| PW057-Balance Daily Cashier Deposit | Financial |
| PW058-Receive Survey/mapping amount | Financial |
| PW059-Deposit from Contractors | Financial |
| CCWRD01 - Plumbing Plans Submittal | Application/Request Submission |
| CCWRD01a - Offsite Civil Plans Submittal | Application/Request Submission |
| CCWRD2a - Business License New Notification | Communication |
| CCWRD05 - View, Track and Signoff Sewer Connection Fees | Doc Review/Approval Workflow |
| CCWRD13 - Conduct Customer Service Inspection | Inspection |
| CCWRD13a - Complete Customer Service Inspection | Doc Review/Approval Workflow |
| CCWRD17 - Application Data Accessibility | Reporting |
| CCWRD19 -New DEM Project Notification | Communication |
| CCWRD20 - Engineering Zoning Notification | Communication |
| CCWRD20a - Engineering Zoning Responses | Doc Review/Approval Workflow |
| CCWRD21 - View, Track and Signoff Offsite Civil Plans | Doc Review/Approval Workflow |
| CCWRD022 - Offsite Civil Plans Construction Inspection | Doc Review/Approval Workflow |
| CCWRD023 - Offsite Civil Plans Construction Bond Release | Doc Review/Approval Workflow |
| CCWRD023a - Offsite Civil Plans Construction Bond Release Request Notification | Communication |
| CCWRD24 - Offsite Civil Plans Construction Job Start | Communication |
| CCWRD24a - Offsite Construction Job Final Inspection Request Notification | Inspection |
| CCWRD25 - Sewer Flow Certification Approval Request | Communication |
| CCWRD26 - View, Track and Signoff Sewer Flow Certification Request | Doc Review/Approval Workflow |
| CCWRD27 - Encroachment Permit | Communication |
| CCWRD28 - Encroachment Permit Responses | Doc Review/Approval Workflow |
| CCWRD29 - Multiple Inspection Scheduling | Inspection |
| CCPRO1 - Create and Update Customer Profile | Customer Portal |
| CCPRO2 - Create, Update, and View Complaint by Customer | Application/Request Submission |

| Use Case Name | Category |
|---|---|
| CCPRO3 - Create, Update, and View Complaint by Staff | Application/Request Submission |
| CCPRO4 - Create and Update Code Enforcement Case | Application/Request Submission |
| CCPRO5 - Assign/Reassign Inspector to a Case | Code Enforcement |
| CCPRO6 - Schedule/Reschedule Inspections | Scheduling |
| CCPRO7 - Create and Maintain Case Worksheet | Code Enforcement |
| CCPRO8 - Create and Update Inspection resulting | Inspection |
| CCPRO9 - Painter Abating a violation | Code Enforcement |
| CCPRO10 - Create and Maintain Graffiti Abatement Consent | Code Enforcement |
| CCPRO11 - Create and Issue Notices | Code Enforcement |
| CCPRO12 - Supervisor review and close case | Doc Review/Approval Workflow |
| CCPRO13 - Create and Maintain Contractors | Shared Data |
| CCPRO14 - Create and Maintain Case Fees | Financial |
| CCPRO15 - Create and Maintain Fee Payments | Financial |
| CCPRO16 - Search Capabilities in CCPRO module | Application/Request Submission |
| CCPRO17 - Create and Update Liens | Financial |
| CCPRO18 - Shopping Cart | Code Enforcement |
| CCPRO19 - Create and Maintain Impound Item | Code Enforcement |

## 10 REPORTING REQUIREMENTS

The County identified many reports during the course of the requirements development process, many of which are referenced in current process or use case documentation. The County recognizes that reporting requirements will change when the BLITZ system is implemented. Departments plan to use standard reports provided with the system in support of best practices whenever possible. Refer to "PH1_Reports_Reference" document which lists current reporting requirements provided to give some insight into expected future reporting needs.

The proposer's response shall include descriptions and samples of pre-defined reports available in the proposed system (developed to support operational best practices for the proposal response selected). The proposer shall include appropriate training for report writing and professional services required to develop one hundred (100) medium-to-difficult reports. Refer to the Cost Worksheet and Proposal Response instructions for more information.

## 11 TECHNICAL REQUIREMENTS/QUESTIONAIRE

The Proposer shall respond to BLITZ Technical Requirements/Questionnaire in the Evaluation Phases as identified in the tables below. Refer to the Phase 1 Scorecard for the response option selected (PH1_Option 1_Integrated Scorecard, PH1_Option 2_Business License Scorecard, or PH1_Option3_Land Development Scorecard) and Phase 2 technical requirements list (PH2_Tech_Questionnaire).

Table 10 BLITZ Phase 1 Technical Questionnaire – All Proposers

| Req# | Applies if solution is (H)osted (N)on-Hosted | Classification | Submission Criteria |
|---|---|---|---|
| **TC1.1** | Both | Licensing | The County's practice is to migrate application changes through three environments (development, test/training, production) to test new features and minimize production outages. What software & database licensing is required to support this change management practice? |
| **TC1.2** | Both | Security | Describe the application security architecture. Include discussion of cryptography, authentication, authorization, user management, client side security, data validation & security, error& exception handling, event logging, architecture and design and web application security. |
| **TC1.3** | Both | Development | Does your solution provide an open architecture for user and system interfaces based on current and industry-accepted standards, methods and protocols such as HTTP, XML, SOAP, FTP, JSONetc.? Please describe. |
| **TC1.4** | N | Architecture | If an on-premise private or hybrid cloud solution in Clark County's data center is required, propose a detailed specification for the recommended infrastructure/platform standards or upgrades and identify the performance standards the system will meet with or without the recommended specifications. |
| **TC1.5** | Both | Connectivity | The user interface and data requirements must consider remote operations and field use, and data synchronization when hard wire connected to a network.<br>Define how the solution(s) can be accessed while connected to a network and offline (i.e. wireless mobile devices and application, thin client (browser based), thick client, used over VPN) and describe the network infrastructure required to support it. |
| **TC1.6** | Both | GIS | Can the solution integrate with Clark County GIS? Describe the integration. |
| **TC1.7** | Both | Reporting | It is a requirement that Clark County has access to entire data set to query and create reports using an ad hoc reporting tool. Can the solution meet this requirement?<br>Describe your recommended reporting tool(s) |

| | | | |
|---|---|---|---|
| **TC1.8** | Both | Security | Describe the security models utilized within the system (i.e., form and field controls through user or group access models, Active Directory users and groups, Active Directory authentication, Lockout mechanisms) |
| **TC1.9** | Both | Development | Describe available API, Software Development Kits and/or web services for your solution. |
| **TC1.10** | Both | Support | Define what staffing resources are required to support and maintain the solution if it is not hosted by your company (i.e. 2 System administrators, 2 Developers with X programming language expertise) |
| **TC1.11** | Both | GIS | Describe the solution's ability to integrate or consume services from ESRI's ArcGIS Server Platform |
| **TC1.12** | N | Architecture | Does your solution support virtualization using VMware ESX 5.1? |

**Table 11BLITZ Phase 2 Technical Questionnaire – Invited Proposers**

| Req# | Applies if solution is (H)osted (N)on-Hosted | Classification | Submission Criteria |
|---|---|---|---|
| **TC2.1** | H | Support | Describe the Support procedures for Business continuity/failover<br>Include evidence that it the procedures have been tested in the past 12 months |
| **TC2.2** | H | Support | Describe the Support procedures for Disaster recovery and crisis response<br>Include evidence that it the procedures have been tested in the past 12 months |
| **TC2.3** | Both | Support | Describe the Support procedures for Incident Management, Problem Management, Change Management, Release Management, Production Support, Post Mortem |
| **TC2.4** | H | Security | Describe the Security controls related to Authentication method(s) used for the administration of servers, routers, switches & firewalls |

| | | | |
|---|---|---|---|
| **TC2.5** | Both | Security | Describe the Security controls related to Authentication and encryption (e.g. http, form, federated, SAML etc.), methods for client connectivity to your applications. |
| **TC2.6** | H | Security | Describe the Security controls for Separation of data between customers and applications |
| **TC2.7** | H | Security | Describe the Security controls (i.e. cryptographic, data validation, and error exception handling controls) for Content monitoring, filtering and data leak prevention |
| **TC2.8** | H | Security | Describe what Methods, Models, Protocols and standards are used for Penetration Testing and what is the frequency |
| **TC2.9** | Both | Security | Describe what security Alerts and Log File reporting is available |
| **TC2.10** | H | Security | Describe the Security controls for Virus and Malware protection |
| **TC2.11** | H | Security | Describe the Security controls for the Network |
| **TC2.12** | Both | Architecture | Define the Operating System options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.13** | Both | Architecture | Define the Database Management System options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.14** | Both | Architecture | Define the Load balancing options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.15** | Both | Architecture | Define the Web Services options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.16** | Both | Architecture | Define the Reporting options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.17** | Both | Architecture | Define the Backup options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.18** | Both | Architecture | Define the Client Software (i.e. mobile, thick client, thin client. required OS and hardware) options for your application's architecture (hardware & software compatibility inclusive) |
| **TC2.19** | H | Security | Do you perform background checks on personnel with administrative access to servers, applications and customer data? |
| **TC2.20** | Both | Architecture | Describe the payment processing architecture and whether the solution is PCI compliant. (i.e. do you use third party processing, have integrations with specific third party processors) |

| | | | |
|---|---|---|---|
| **TC2.21** | H | General Solution Information | If hosted, who actually owns the data and can a replica of the data be created within Clark County |
| **TC2.22** | H | Integration | Define external integration possibilities if the solution is hosted |
| **TC2.23** | Both | Architecture | Describe the solution tools and supported third party tools which can be utilized to manipulate, extract or query the data. (i.e. 3rd party ...Microsoft ODBC, Crystal, TOAD, API) |
| **TC2.24** | Both | Architecture | What tools are available to perform health checks and perform optimization tasks? |
| **TC2.25** | Both | Architecture | Define recommended data warehousing or archiving tactics to avoid system degradation |
| **TC2.26** | Both | Architecture | Describe the underlying technology and approach used to develop and maintain the application in sufficient detail to allow IT staff to assess technical components, including specification of the following: application operating system, web search engine and data management system. |
| **TC2.27** | H | Security | How does your solution secure file, audio, image and video uploads from customers and properly accept and validate the data as well as protects the County from downloading malicious files? |
| **TC2.28** | Both | Architecture | Specify performance standards such as throughput, processing volumes and response times that the proposed solution will satisfy. |
| **TC2.29** | Both | Development | List the application development toolsets integrated with the application. |
| **TC2.30** | Both | Support | List the online training development toolsets integrated with the application. |
| **TC2.31** | Both | Connectivity | Can multiple sessions be opened simultaneously by a single user from the same computer with the same license? |
| **TC2.32** | Both | Connectivity | Average number of concurrent sessions. Provide client examples of medium, large and extra-large deployments |
| **TC2.33** | N | Support | Provide Installation, Configuration, Administration, and Maintenance Guides |
| **TC2.34** | Both | Support | Define the Server Software and Client Software Release Cycles & 5 year road maps |
| **TC2.35** | Both | General Solution Information | Define Best Practices utilized within the solution |

| | | | |
|---|---|---|---|
| **TC2.36** | Both | Support | Describe Support Options in Detail (i.e., 24 x 7 telephone and email support, escalation procedure, response times, resolution times) |
| **TC2.37** | N | Architecture | Provide recommended hardware and software architecture for a medium, large and extra-large implementation. Define what you consider medium, large and extra-large deployments. |
| **TC2.38** | N | Architecture | Provide Recommended Disaster Recovery |
| **TC2.39** | Both | Architecture | Provide a Summary of Solution's Object Structure |
| **TC2.40** | Both | General Solution Information | Define what can be configured vs. requires programming |
| **TC2.41** | Both | Support | Define what the process for testing and cycle for rolling off legacy software and hardware versus onto new versions(i.e. Operating Systems, Database Management system, components such as java ) |
| **TC2.42** | Both | Support | Define the tools required for support, maintenance, administration configuration |
| **TC2.43** | Both | Architecture | Provide the Data Dictionary |
| **TC2.44** | Both | Architecture | Supported Software & Hardware Compatibility Matrices (supported browsers, client OS, web server, server OS, Database |
| **TC2.45** | Both | Support | How is the upgrade and patch process handled within the application and your release cycles. |
| **TC2.46** | N | Architecture | Describe Recommended Architecture for Disaster Recovery and Describe the Recovery Process |

## 12 BLITZ SYSTEM INTERFACES – CURRENT AND PROPOSED

This document lists all current and proposed interfaces required to support the BLITZ system and associated services. The County expects that some of these interfaces may change with a new system implementation. For example, some future interface requirements may instead be data accessed through GIS (where GIS has an interface/currently collects the required data) or the new system requirements replace current interfaces (such as the current interface to the Business License Online Application Portal; in this case the new system should provide an integrated portal for all system applications).

It is important to note that, the described data assess/transfer must be maintained or replaced by the proposed system. Refer to the Score Sheets for additional information.

## 12.1 BUSINESS LICENSE INTERFACES TO BE SUPPORTED OR REPLACED BY THE PROPOSED SYSTEM

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| | | | CLIPS | Current Business License system<br>DBMS: MS SQL |
| | | | BLVerify Database | Contains several lookup and verification type databases for CLIPS.<br>DBMS: MS SQL<br>(It contains a State of Nevada corporations database, a Nevada Secretary of State Business Id database, an assessor database containing Owner information for all of Clark County, a GIS database extract for addresses in Clark County, a Building Contractor information database, a zoning information database, a Government Public database for internet searching, a Jurisdiction lookup by zip code database, a film permit database, a parcel lookup database.) |
| Secure pickup - | | CLIPS-MS SQL Server | Flat File transfer to Home Depot | Flat File - List of contractors that have a valid license. When someone comes into home depot they check to see if they have a license.<br>Frequency: every day<br><br>Secure pickup - Setup by infrastructure. They mail out an e-mail every day for file pickup/download. |
| ODBC | | CLIPS-MS SQL Server | Custom App-Custom Reports-Business License Crystal Reports | Designed on Crystal Version 2008<br>Run from Crystal Enterprise<br>Data read from CLIPS SQL database entdb02 |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| ODBC | | CLIPS-MS SQL Server | SQL Server Reports | |
| | | SAP/CLIPS-MS SQL Server | SAP Reports | |
| API | Using JSON and .NET Endpoints | GIS/CLIPS-MS SQL Server | GIS/Melissa | Addressing service for primary address verification. |
| Web Service (written in C#) , Listener & Stored Procedures | Listener sits in between CLIPS & CDS. Utilizes Stored Procedures | CLIPS-MS SQL Server/CDS | CLIPS export (push) to CDS | CLIPS sends over New/Updates for multijurisdictional to CDS - Database which sits outside of Clark County (sits in Henderson) Several tables are part of the architecture which are used to massage the data<br>Frequency: every 3-6 minutes |
| Web Service (written in C#) , Listener & Stored Procedures | Listener sits in between CLIPS & CDS. Utilizes Stored Procedures | CDS/MJ DB | | MJ Database import (pull) from CDS<br><br>(Multijurisdictional Database that sits in Clark County, pulls updates (where Clark County is not the primary). Several tables are part of the architecture that are used to massage the data. Programming done to transform CLIPS and MG Data into seamless view.) |
| | | /CLIPS-MS SQL Server | clips (nic) | 3RD PARTY CREDIT CARD PROCESSOR<br><br>(Epayment-Single interface is being developed within Clark County) to interface with 1st Data-3rd Party Credit Card Processor) |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| ODBC | | CLIPS-MS SQL Server/Work Queue (Workbasket on the extranet) | Work Queue | Work queue refers to a workbasket where the applications are sent for review to the other departments and accessed via the extranet. |
| | | | Online Search | Public Database of specific license information |

## 12.2 LAND DEVELOPMENT AND PUBLIC RESPONSE INTERFACES TO BE SUPPORTED OR REPLACED BY THE PROPOSED SYSTEM

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| | | | SunGard/ NaviLine | Current Land Management system; iSeries Platform<br>DBMS: DB2<br>-Replicates to SQL Server in real-time using Data Mirror<br>'-3 Environments: Prod, Dev, Test |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| | Land Development System replication to SQL Server | Sungard-Naviline/(DataMirror)SQL Server | (DataMirror)SQL Server | Replica data of NaviLine<br>Subset<br>DBMS: MS SQL<br><br>OpenWeb does not access SunGard Data<br>Data is replicated from SunGard to NaviLine using IBM Data Mirror.<br>Prod DB2 -> Prod SQL<br>Test DB2 -> Test SQL<br>SQL Server Data Impacts<br>1) Custom Applications<br>2) OpenDoor (internal)/OpenWeb (external)<br>3) File 360<br>Frequency: Real-time |
| DB link | | DataMirror Sql Server | Custom App-Custom Reports-Fire Department Crystal Reports | Reporting interface for Fire Department that uses Crystal Report viewer and runs on a .net web application.<br><br>Designed on Crystal Report Designer Version 11.5 |
| DB link | Stored Procedures | DataMirror Sql Server | GIS -Open Door | Single point geographic interface developed in house-created in 1997.<br>Latest release was done in 2010- uses Silverlight<br>Open Door is Clark County internal interface.<br><br>For future integration, it is desired that the new system has web services so mapping services in GIS can be utilized. |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| DB link | | DataMirror Sql Server | File360 | Pulls from DataMirror SQL Server.<br>Document imaging system used to save scanned documents as images. Document imaging with two components.<br><br>2 parts:<br>1) Retrieval<br>2) Indexing-only need to be concerned with this one as it utilizes the DataMirror SQL Server |
| DB link | | DataMirror Sql Server | PET | Internally developed. Reflects Assignments and Timelines<br><br>Building Plan Review Use Cases-required reports would be the replacement of PET |
| DB link | | DataMirror Sql Server | QAA | Reflects contract w/3rd Party<br><br>Could be replaced by the Building Use Case Maintain/Approved listing and Permit Issue use case. |
| DB link | | DataMirror Sql Server | BackChecks | Newer/updated version of PET.<br><br>Building Plan Review & Reporting use cases could replace this. |
| DB link | | DataMirror Sql Server | RAI | Upload of notices, violations, etc., to customer.<br><br>Building use cases- anything that creates any notices (i.e. notice of violation, etc.) could replace this. |
| DB link | | DataMirror Sql Server | Permit Creator (Click to Gov) | Upload of permit to customer<br><br>Building & Fire Dept. use case-electronic permit creation- creation of PDF and upload for customer would replace this function |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| DB link | | DataMirror Sql Server | Correction Letters | Upload of correction letters, rejection letters etc., to customer. Uses data within DMS<br><br>Building & Fire Dept. use cases- ability to upload Correction and Rejection letters etc. would replace this function |
| API | Bidirectional interface to Land Management System | SunGard/NaviLine | Selectron Mobile Inspections | Mobile interface for resulting inspections for Fire Department |
| API | Bidirectional interface to Land Management System | SunGard/NaviLine | Selectron IVR | Voice Recognition system for Building and Fire Departments, and the Water Reclamation District |
| API | Bidirectional interface to Land Management System | SunGard/NaviLine | ePlan (Avolve) ProjectDox | Electronic Plan Review system for Building and Fire Departments<br><br>Currently on Version 7.5 and will upgrade to 8.0 |
| FTP File Transfer | Flat File exchange between Assessor & Land Management System | AO Extraction from GIS (subset of secured tax roll)/SunGard-NaviLine | Assessor File | Provides updated location data on new or changed parcels or addresses<br><br>Approximately 800,000 records<br>Frequency: nightly |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| FTP File Transfer | Flat File exchange between Assessors Office & Building Department | Assessor's Office/SunGard-NaviLine | Reports<br><br>J5115332<br>J5115337<br>J5116132 | Reports received from Assessors Office. Provides address information, legal description, from parcel and to parcel information.<br>See:<br>CP06 - Review Assessors Report 6132,<br>CP07 - Review Assessors Report 5332,<br>CP08 - Review Assessors Report 5337 |
| FTP File Transfer | Flat File exchange between Assessors Office & Building Department | Assessor's Office/SunGard-NavilLine | File J511DATA | Nightly file received from Assessors Office. Provides changes to parcel information.<br><br>See CP09 - Review Assessors Conversion Report<br>Frequency: nightly |
| FTP File Transfer | Flat File exchange between Assessors Office & Building Department | SunGard-NaviLine/Assessor's Office | File CC200AP | Weekly file that Assessors Office receives from Building Department that details building permit activity.<br><br>Frequency: weekly |
| FTP File Transfer | Flat File exchange | SunGard-NaviLine/Public works | File XYCOORDO.TXT | Extract from iSeries that is placed on CCGIS1/INCOMING/HTE. Called by calendar job XYEXTRACT that calls CIVIL/GISXYCOORD. This adds records to iSeries file XYCORD. These records are the GIS X and Y coordinates of Public Works projects. Used to update PW point coverage. |
| FTP File Transfer | Flat File exchange | SunGard-NaviLine/Public works | File NEWPARCEL_X.TXT | Extract of parcels and their XY coordinates. Called by calendar job CVL046CL that calls HTEUSRJ/CVL046CL. This adds records to iSeries file XYCORD. These records are the GIS X and Y coordinates of Public Works projects. Used to update iSeries file CVL046PF with permit info and XY coordinates. This was then used to maintain PW point coverage. . |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| File Transfer | Flat File receipt and import from State Contractors Board | | (Nevada)State Contractors Board | Import of contractor records into NaviLine<br><br>Inactive and Active records |
| Flat File ftp'd | Flat File of contractor data from Business License | CLIPS Database | Business License Data | Flat File generated and ftp'd to building and Home Depot<br>Reading from CLIPS MS SQL Server database<br>Frequency: once a week |
| File via Email | Flat File sent from Clark County to Utilities | SunGard-NavilLine | Utilities- SW Gas | Inspection files<br>Frequency: every morning |
| File via Email | Flat File sent from Clark County to Utilities | SunGard-NavilLine | Utilities-NV Energy | Inspection files<br>Frequency: every morning |
| FTP File Transfer | Flat File sent from Clark County to Utilities | SunGard-NavilLine | Moapa Valley | |
| | | SunGard-NavilLine | DMS (SunGard product) | Document Management system Used to save documents related to an application.<br>Runs on MS Windows Server<br>Feeds data into File 360 |
| | | SunGard-NaviLine | C2G (ClicktoGov-SunGard product) internet payment system | SunGard's product for web access for customer to check status |
| | | /SunGard-NaviLine | Console (SunGard product) | Web payment processor |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| File Transfer | | GIS/SunGard-NaviLine | 8 GIS Files | Parcel based files.<br>File names are as follows: roihte.txt, flood.txt, geoplan.txt, comtab.txt, mprojects.txt, sprojects.txt, pkdist.txt, pfna.txt.<br>GIS creates these and places them in a folder on CCGIS1 on Saturdays. Jobs on the iSeries ftp these files and use them for updating NaviLine records. Need to identify what they update.<br><br>Frequency: Saturday night - weekly |
| MS Word Add-In | | SunGard DMS (Document Management System)/Sire | Sire | SIRE gets NaviLine information from MS Word, which NaviLine uses for its viewer. SIRE has written custom MS Word Add-ins, which captures information from MS Word and opens a pop-up window to capture more information, such as attached maps & files. This information is then imported into SIRE for an agenda item (for Planning Commission/Board of County Commissioners meetings).<br><br>See CP30 - Export Agenda Information to Sire |
| Manual Copy and Paste | | SunGard DMS (Document Management System)/Granicus | Granicus | Project conditions are manually copied from NaviLine into Granicus.<br>Sire exports agenda information to Granicus.<br><br>CP31 - Export Project Conditions to Granicus |
| DB link | | DataMirror Sql Server/Crystal Reports - Comp Planning | Crystal Reports - Comp Planning | CP29 - Export Agenda Information to Crystal Reports |

| Method | Method Detail | Source Data/Target System | Item | Description |
|---|---|---|---|---|
| | | Crystal Reports/ArcInfo | ArcInfo Notify Program | ArcInfo Notify program does not connect to NaviLine.<br><br>NaviLine is used to generate a report (public hearing sheet) in Crystal Reports daily. ArcInfo Notify program gets information from the report to generate maps and address lists which is saved to a workspace on the GIS server.<br><br>As long as we can generate reports daily from the proposed system, it should not have an impact on what ArcInfo does.<br><br>See CP32 - Export Notification Information to ArcInfo<br><br>This is a command line driven application written in AML.<br><br>It is currently out of support and needs to be replaced with a new notification system.<br>Frequency: daily |
| FTP Flat Transfer | | SunGard-NaviLine | CICS/CAMA | CAMA (computer-assisted mass appraisal) System will replace the existing CICS system used by the Assessor's Office (around September 2013).<br>CAMA gets the following from NaviLine,<br>1. Permit Information<br>2. Site Addresses<br>3. Inspection Records |

# 13 ACCEPTANCE CRITERIA

## 13.1 GENERAL

For this project, final acceptance of all deliverables resides with the Clark County Project Manager and the Clark County Chief Information Officer (CIO) (Sponsor). The Project Manager will ensure completeness of each stage of the project, and will review with Project Departments to ensure the Scope of Work has been met.

When all project tasks have been completed and approved, the project will enter the transition/closure stage. During this stage, the Proposer shall provide a project closure report and project task checklist to the Project Manager. Acceptance of this document by the Project Manager and Sponsor will acknowledge acceptance of all project deliverables and that the Proposer has met all assigned tasks.

Any discrepancies involving completion of project tasks or disagreement between Clark County and the chosen Proposer will be referred to both organizations' contracting offices for review and discussion

## 13.2 MINIMUM SUCCESS CRITERIA

A complete set of success criteria will be developed jointly by the Clark County and Proposer's Project Manager. Minimum success criteria are listed below.

- The engagement complies with all functional, non-functional, technical, and operational requirements stated in this Statement of Work (and per redefined baseline functional requirements, after the analysis phase).
- Processes are in place to govern, define, and deploy the system and/or services.
- All requirements are met by the agreed upon dates and in the formats required.
- The solution provides an integrated approach to Business Licensing and Land Development/Public Response activities.
- Interfaces are inclusive of all service provider APIs; comply with design specifications, and are configured for licensing and/or land development and public response through the proposed system and/or services.
- Success means that at the conclusion of the project no extra costs for licensing, services, configurations, implementations or specialized skills or training are needed, other than identified in the Proposer's response, for County staff to perform the needed functions.
- Manual workarounds and external website use are eliminated through automated workflows, operational processes, and procedural documentation needed for a centrally managed operation.

## 13.3 CONTRACT FAILURE

When all deliverables as a whole do not meet the success criteria by the agreed upon final due date, this will be considered a substantial failure of the Contractor to meet its contractual obligation.