



# Department of Administrative Services

## Purchasing and Contracts

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### CLARK COUNTY, NEVADA

#### RFP NO. 603637-15

## INDEPENDENT VERIFICATION AND VALIDATION SERVICES - BLITZ SYSTEM

April 15, 2015

### ADDENDUM NO. 2

#### REQUEST FOR PROPOSAL

1. The Bid opening date of April 24, 2015 at 3:00:00 p.m. **remains unchanged.**

#### GENERAL CONDITIONS

2. Section 19 Evaluation Criteria, subsection D Project Fee shall be deleted in its entirety:

##### **D. Project Fee**

- ~~i. Describe PROPOSER'S fees to provide the services described in their proposal. OWNER requests a Unit Cost Fee for Tasks 1 - 5 listed in Exhibit A - Scope of Work. In addition, OWNER will reimburse up to the not to exceed amount of the Operating Expenses listed on the spreadsheet. Please submit your proposed expenses.~~
- ~~ii. Describe fees proposed for potential Ad Hoc Services as described in Task 6 - Ad Hoc Services of Exhibit A, Scope of Work.~~

And replaced with

##### **D. Project Fee**

- i. Describe PROPOSER'S fees to provide the services described in their proposal. OWNER requests a Unit Cost Fee for Tasks 1 - 5 listed in Exhibit A - Scope of Work. In addition, OWNER will reimburse up to the not to exceed amount of any proposed travel expenses. Please submit your proposed estimated expenses.
- ii. Describe fees proposed for potential Ad-Hoc Services as described in Task 6 - Ad-Hoc Services of Exhibit A, Scope of Work.

#### QUESTIONS AND ANSWERS

3. Q1 Does the BLITZ Program include assessing budgets, lean process opportunities, existing resource evaluation, risk assessments, long term sustainability requirements, measures of success, dashboarding/KPIs, logging and/or auditability?  
A1 **Many of those items are part of the existing BLITZ program. However, there is probably room for improvement on some of those items. We are interested in learning and hearing more about your methodology for assessing and tracking those items, but we are not looking for a methodology that is overly cumbersome.**
- Q2 Are there available SMEs and product owners?  
A2 **Yes**
- Q3 Does Clark County employ agile management techniques?  
A3 **To a limited extent. We are not opposed to hearing some recommendations on agile management techniques, but please understand that the SMEs and ultimately the executive steering committee will weigh the benefits of such techniques against the practicality of implementing them in our culture.**

- Q4 What technology assets does Clark County currently manage and do you want to reuse or leverage these in this process?  
A4 **We own the servers, databases, network and desktop/laptop PCs Accela runs on. We have purchased and installed new servers for the exclusive use of the Accela solution. In the future, we are interested in re-using the Accela technology for other departments and other solutions.**
- Q5 Is developing a ubiquitous communications plan and a "voice of the customer" strategy included in this assessment?  
A5 **No, but a communications plan should be presented as an optional service you can provide (with some details explaining that service).**
- Q6 Expense reduction is noted...is there existing baselines detailing the costs associated with the current way of doing business and would zero based budgeting techniques be appropriate?  
A6 **There is baseline costs at the department level, but not at the process level. At the current time, Clark County does not use zero based budgeting for this type of project.**
- Q7 Are IT, Security, Data, Project and Public Relations (messaging) Governance Best Practices to be included in the BLITZ Program?  
A7 **Yes, to varying degrees. At this stage of the project, some of those best practices are yet to be defined. Vendors should plan on presenting those best practices to Clark County to validate the levels of conformance Clark County will adopt. It would be helpful if, in your proposal, you listed these types of activities and some details around each how you would define, assess and recommend activities against our current practices.**
- Q8 Are there overseeing policies and regulatory instruments that drive some of the requirements?  
A8 **Yes, Clark County ordinances, national building codes, federal regulations and state of Nevada statues drive some of the requirements.**
- Q9 Are Clark County analytics/mining/reporting/research requirements needing to be included in the BLITZ Program?  
A9 **Yes. Each business unit has already identified most of their reporting and analytics needs. Those were included in the RFP for BLITZ**
- Q10 What is the proposed budget for this engagement?  
A10 **No more than \$500,000.**
- Q11 Does the 50 page proposal response include attachments such as copies of Clark County business licenses, project schedule, financial statements, and work samples?  
A10 **Yes. Please remember that this 50 page proposal limit is not a hard limit. If a proposal contains more than 50 pages, it will be evaluated. Please limit your responses to answering the Evaluation Criteria listed in Section 19.**
- Q12 What is evaluation criteria for RFP responses?  
A12 **Each evaluator will rate each section of the Evaluation Criteria listed in Section 19 of the RFP on a 1-10 scale. The ratings will then be multiplied by the section weighting percentage, which weighting have not been developed as of the addendum.**
- Q13 Regarding Exhibit A/SOW: The expected duration of the project is 24 months (from October 2014 to October 2016). With the suggested proposed date, it is expected that the soonest that the successful proposer could begin would be around July of 2015. This would involve 16 months of our participation, excluding any close activities. Each Task/Deliverable is defined to have: "Timeframe: 18 Months, with an initial risk assessment and each subsequent risk assessment update occurring every 2 months." Please clarify the intended start on the project, intended first and last deliverable dates and intended deliverable count (per task.)  
A13 **The intended start date is around July 2015. That is when we would expect the selected vendor to start their initial assessment. Then every 2 months we would expect an update on that assessment, based on activities that have occurred during that 2 month timeframe. If the project stays on schedules and goes live in October 2016, the final assessment (even if it's after go-live) could be a post implementation assessment and/or assisting Clark County in validating some of our initial success factors. Clark County and the Vendor should remain flexible on the deliverable for that final assessment/report.**

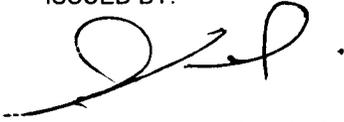
- Q14 Regarding Exhibit A/SOW, Task 1 and Task 6: Task 1 pertains to Risk assessment and Task 6 pertains to Ad-hoc Services, including Limited Project Risk assessment. What might be the additional scope captured by the Ad-hoc risk assessment?
- A14 **It could be any number of things, but for a 2 year project, technology or a vendor in which we invested may have changed. If, as an example, early in the project we select a 3<sup>rd</sup> party vendor to do document imaging and that vendor goes out of business 2 month prior to go-live, task 1 might not capture that risk, but an ad-hoc risk assessment after we find out the vendor has gone out of business would be appropriate.**
- Q15 Regarding Exhibit A/SOW, Task 3: Deliverable Assessment: Task 3 starts off with: "The deliverables assessment should examine the quality of specific project deliverables". Nowhere in this document are any specific project deliverables defined.
- A15 **The project deliverables are outline in detail in RFP Exhibit G, Accela Contract.**
- Q16 BLITZ is a Business Licensing Inspection Permits Zoning System with the SI being Accela, Inc. Accela has applications that perform all of these functions. Will BLITZ be a modular (COTS) approach for providing these services leveraging existing solutions or will this be ground up solution?
- A16 **We have purchased the Accela software and Accela is the system integrator (SI). Our intent is to retire the multiple older solutions and migrate all those departments to the Accela software.**
- Q17 Regarding Task 3: Deliverables assessment: Which current technologies (development tools, architecture diagrams, etc.) are being utilized or available for the Legacy and new BLITZ Application?
- A17 **Attached are the architectural drawings that we have available. Attachment 1 - Accela Automation Scripting Guide; Attachment 2 - Solutions Design Document v2.2.0; Attachment 3 - CLIPS Environments; Attachment 4 - Naviline Architecture; Attachment 5 – Tools Used for CLIPS Development.**
- Q18 Regarding Requirements Traceability Matrix (RTM): Can a current copy of the RTM for the BLITZ Project be made available?
- A18 **We do not have a completed traceability matrix for the BLITZ project.**
- Q19 Will there be an opportunity to negotiate any proposed modifications, or exceptions, to the Standard Contract? If the County does not permit negotiations or negotiations are unsuccessful, is the selected Proposer free to choose not to execute the Contract?
- A19 **Yes, the County will negotiate with the finalist. If negotiations are unsuccessful, the County will move to the next proposer in an attempt to negotiate a contract.**
- Q20 Does a copy of our limited vendor business registration need to be included in our proposal?
- A20 **No.**
- Q21 May we include resumes as a separate appendix that will not count toward the 50-page limit?
- A21 **Yes.**
- Q22 Can the County please clarify the requirement of the organizational chart? Should this represent the project team, or our overall company organization?
- A22 **The organizational chart could represent either the company organization so the evaluators can understand the structure of the company.**
- Q23 The RFP asks to describe the proposed times on-site. Does the County expect any travel to sites around the county and site visits to complete the IV&V Scope of Work?
- A23 **Yes, we expect some site visits will be required. The specific number of site visits will be based upon your proposal and our negotiations.**
- Q24 May we include the work plan as a separate appendix that will not count toward the 50-page limit?
- A24 **Yes. Please remember that this 50 page proposal limit is not a hard limit. If a proposal contains more than 50 pages, it will be evaluated.**
- Q25 Can the County please clarify the difference between the project work plan and the project schedule?
- A25 **The work plan will describe what the proposer plans to accomplish in the project. The project schedule is the proposed schedule of when the various parts of the plan will be completed.**
- Q26 May we include the documentation samples in a separate appendix that will not count toward the 50-page limit?
- A26 **Yes. Please remember that this 50 page proposal limit is not a hard limit. If a proposal contains more than 50 pages, it will be evaluated.**

- Q27 The County has asked for Operating Expenses to be included in the project fee information. Can the County provide a definition of "operating expenses" that would be applicable to this project, or possibly some examples of what can be included in expenses?  
A27 **See change to Section 2 General Conditions above.**
- Q28 Does the initial deliverables need to cover initial deliverables from beginning of the Accela SI work until start of IV&V project?  
A28 **Yes.**
- Q29 The Scope of Work outlines five (5) Assessments that need to be completed during an 18-month timeframe, including initial assessments and then updates every two (2) months. There is no requirement outlined for meeting with the project team and/or Executive Steering Committee (ESC) to discuss project status and reporting. Does the County expect the Vendor to participate in regular project meetings? If so, please elaborate on the purpose, frequency, attendees, etc. Does the County expect those expenses to be included as part of other Tasks in the Exhibit A-Scope of Work?  
A29 **It is expected that the initial assessments would include meeting with the project team and/or Executive Steering Committee (ESC). The updated assessments every 2 months might not require as much interaction with the project team. However, Clark County is open to hearing your proposal on what has worked best for your clients in the past.**
- Q30 The Scope of work provides a list of roles and rates, as well as potential ad-hoc services. The RFP mentions a need to provide hourly rates and pricing by service. Please clarify how the proposal should provide pricing for ad-hoc services in the proposal.  
A30 **Please provide a list of titles that will be working on the project and their corresponding proposed hourly rates.**
- Q31 Open Door is a 1998 software tool. Accela has GIS capability. Can the County elaborate with some detail on what the GIS tool is (COTS, MOTS, Custom developed, etc.) and its level of integration into the Accela GIS (i.e. Open Door is the master record always for Parcel information.) Please provide a brief summary of future GIS tools strategy/needs by the County? For example, will "Open Door" be replaced by another vendor, like Esri?  
A31 **No, OpenDoor will not be replaced. We have been ERSI users for many years and continue to depend on that technology. Accela has an ERSI interface. At this stage of the project, it would be our intent to continue to use OpenDoor, but also use the Accela/ESRI interface/API/Web Service to link the data from the two systems.**
- Q32 What is the current status of the Accela project plan? Is the project on track as scheduled, running behind, or running ahead of schedule?  
A32 **The project is currently on schedule.**
- Q33 The Accela project plan provided with the RFP begins in October 2014 and runs through July 2016 – approximately 22 months. The proposed RFP timeframe for the IV&V work is 18 months, beginning in June/July 2015 and ending approximately November/December 2016. Please clarify the discrepancy between project timeframes to ensure the two plans are in line.  
A33 **See A13.**
- Q34 The County indicates IT governance is in place. Is there a description or summary of how the process works and/or the model the county uses, i.e. RACI/Federated model?  
A34 **A high level project governance document can be provided. Other governance practices are based on our technology directives. Those can also be provided to the successful proposer.**
- Q35 Are resumes, references and sample deliverables included within the 50-page limit or can such items be included in an appendix?  
A35 **Yes they can be included in an appendix. Please remember that this 50 page proposal limit is not a hard limit. If a proposal contains more than 50 pages, it will be evaluated.**
- Q36 Can Clark County provide the relative weightings of the evaluation criteria?  
A36 **The evaluation criteria weightings have not been established yet.**

Q37 Can Clark County's anticipated budget for this IV&V effort be shared?  
A37 See A10.

Should you have any questions, please contact me at (702) 455-4230 or via email at [jhaining@clarkcountynv.gov](mailto:jhaining@clarkcountynv.gov).

ISSUED BY:



JIM HAINING, CPSM, CPSD, C.P.M., A.P.P.  
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Attachment(s): Attachment 1 - Accela Automation Scripting Guide  
Attachment 2 - Solutions Design Document v2.2.0  
Attachment 3 - CLIPS Environments  
Attachment 4 - Naviline Architecture  
Attachment 5 - Tools Used for CLIPS Development.

cc: Louis Carr, Jr., IT  
Michael Lane, IT