

State of Nevada  
Department of Administration

Purchasing Division

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Carson City, NV 89701



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Purchasing Division

## **Request for Proposal: 3199**

For

### **DEPARTMENT OF EMPLOYMENT, TRAINING AND REHABILITATION STATEWIDE AUTOMATED WORKFORCE SYSTEM**

Release Date: October 16, 2015

Deadline for Submission and Opening Date and Time: December 15, 2015 @ 2:00 PM, PT

*Refer to Section 10, RFP Timeline for the complete RFP schedule*

For additional information, please contact:

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*Refer to Section 12 for instructions on submitting proposals*

## VENDOR INFORMATION SHEET FOR RFP 3199

**Vendor Must:**

- A) Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;
- B) Type or print responses; and
- C) Include this Vendor Information Sheet in Tab III of the Technical Proposal.

V1	Company Name	
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V2	Street Address	
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V3	City, State, ZIP	
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V4	Telephone Number	
	Area Code:	Number:

		Extension:
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V5	Facsimile Number	
	Area Code:	Number:

		Extension:
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V6	Toll Free Number	
	Area Code:	Number:

		Extension:
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V7	<b><i>Contact Person for Questions / Contract Negotiations, including address if different than above</i></b>	
	Name:	
	Title:	
	Address:	
	Email Address:	

V8	Telephone Number for Contact Person	
	Area Code:	Number:

		Extension:
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V9	Facsimile Number for Contact Person	
	Area Code:	Number:

		Extension:
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V10	<b><i>Name of Individual Authorized to Bind the Organization</i></b>	
	Name:	Title:

V11	<b><i>Signature (Individual must be legally authorized to bind the vendor per NRS 333.337)</i></b>	
	Signature:	Date:

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**Request for Proposal (RFP) process is different from an Invitation to Bid. The State expects vendors to propose creative, competitive solutions to the agency's stated problem or need, as specified below. Vendors' technical exceptions and/or assumptions should be clearly stated in Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP. Vendors' cost exceptions and/or assumptions should be clearly stated in Attachment K, Cost Proposal Certification of Compliance with Terms and Conditions of RFP. Exceptions and/or assumptions will be considered during the evaluation process; however, vendors must be specific. Nonspecific exceptions or assumptions may not be considered. The State reserves the right to limit the Scope of Work prior to award, if deemed in the best interest of the State per NRS 333.350(1).**

**Prospective vendors are advised to review Nevada's ethical standards requirements, including but not limited to, NRS 281A and the Governor's Proclamation, which can be found on the Purchasing Division's website (<http://purchasing.state.nv.us>).**

## **1. PROJECT OVERVIEW**

The State of Nevada Purchasing Division will accept sealed proposals on behalf of the Nevada Department of Employment, Training and Rehabilitation (DETR) for the implementation of a modernized Statewide Automated Workforce System (SAWS).

DETR requires an automated reporting and management information system that includes the hardware, software, implementation, maintenance and support to support the following:

- Self-service jobseeker and employer system modules for the Nevada workforce agency offices across the state of Nevada;
- A training provider module for the eligible training providers who work with DETR and Nevada Workforce Investment Boards (WIB);
- Nevada workforce staff services for jobseekers, employers, and vendors; staff recordkeeping and reporting and other needs in the Nevada workforce agency offices;
- Administrative IT features that include, but are not limited to:
  - ❖ Dependable, modern, high-quality system hardware and performance;
  - ❖ Dependable, modern, high-quality hosting and system redundancy;
  - ❖ Mobile and social media functionality;
  - ❖ Security access and features that comply with Nevada state policy; and
  - ❖ Maintenance, training, and support.
- Financial management and a system of record for vendor/provider invoices, agency/program budgets, grant disbursements, WIB expenses and other DETR fiscal duties;
- IT interfaces for required data exchanges;
- Reporting features and capabilities that meet the needs of the Workforce Investment Boards (WIBs) and Workforce Investment Support Services (WISS) and are compliant with current and upcoming state and federal reporting requirements (NRS 612.285);

- Existing legacy-system functionality and applicable SAWS training for the Department of Vocational Rehabilitation;
- Conversion of all applicable data from the legacy system to the SAWS system; and
- Functionality that complies with, and provides checks and balances to, DETR business policies and current and upcoming state and federal requirements.

The current application is in need of modernization and better integration to fully satisfy Federal and State processing mandates. Additional project objectives are to reduce manual effort when processing business transactions, improve customer self-service features, upgrade aging software architectures and offset future maintenance costs. DETR is seeking a technology solution that solves the business and technical problems described throughout the RFP and that satisfies DETR’s system and business processing requirements.

Improved data accuracy and availability, enhanced business rule integrity and maintainability, greater reporting flexibility and improved interface configurability are other project objectives. A modernized Statewide Automated Workforce System is vital to DETR’s future success and represents an important step in facilitating statewide processing.

The preferred solution will have built-in features that, in the legacy system were add-ons, thereby avoiding the need to attach external applications (to the SAWS system) in order to fill gaps in meeting SAWS system objectives 100%.

In its role as provider of employment, training and rehabilitation services to Nevada constituents, DETR is sensitive to current economic times and high unemployment rates within our State and across the nation. Vendors responding to this RFP are encouraged to carefully evaluate any use of off-shore resources and provide substantial justification for submitting a bid using such resources. Off-shore project resources, if proposed, must be clearly identified within the vendor’s proposed RFP response.

## **1.1 GOALS AND OBJECTIVES**

DETR’s primary project objectives are to improve program services to Nevada’s jobseekers, employers, trainers and staff, reduce manual effort and inefficiencies, increase Federal and State compliance and upgrade antiquated technologies through the modernization of DETR’s current system.

High-level goals and objectives associated with specific functional areas include the following:

### **1.1.1 Jobseeker**

1.1.1.1 Modernize DETR’s jobseeker employment and training services.

1.1.1.2 Provide an internet-enabled self-service module for Jobseekers.

### **1.1.2 Provider**

- 1.1.2.1 Modernize DETR's provider services.
- 1.1.2.2 Provide an internet-enabled, self-service module for service providers.
- 1.1.3 Employer
  - 1.1.3.1 Modernize DETR's services to the employer.
  - 1.1.3.2 Provide an internet-enabled, self-service module for employers.
- 1.1.4 Workforce
  - 1.1.4.1 Provide state and federal-compliant, user-friendly case management functionality to the workforce staff.
  - 1.1.4.2 Enable workforce staff to manage self-service jobseeker, training provider and employer modules and manage and report on employment services and programs.
  - 1.1.4.3 Enable workforce staff to manage program budgets and applicable fiscal and accounting information.
  - 1.1.4.4 Reduce costs associated with inefficient processes by automating case workflow and management.
  - 1.1.4.5 Reduce the need for DETR or workforce intervention in jobseeker, vendor/service provider and employer tasks.
- 1.1.5 Administrative
  - 1.1.5.1 Provide timely delivery of a user-friendly, automated computing environment established and proven in other states that will support Nevada's current and future DETR business requirements into the foreseeable future.
  - 1.1.5.2 Increase system flexibility to accommodate growth and future mandates.
  - 1.1.5.3 Meet state and federal security requirements with security functionality that includes customizable security access levels and corresponding user profile settings.
  - 1.1.5.4 Reduce dependence on paper documents by more fully implementing electronic signatures and electronic document management techniques.
  - 1.1.5.5 Use system-initiated correspondence and communication such as system-initiated text, emails and automatic phone notifications.

- 1.1.5.6 Ensure data accuracy through improved controls for data editing and online real-time data validation, transaction balancing and financial reporting and accounting.
- 1.1.5.7 Provide auto-save functionality for entry forms and recordkeeping.
- 1.1.5.8 Adhere to all state and federal rules, regulations and guidelines in areas that include, but are not limited to, security, reporting, compatibility and accountability.
- 1.1.5.9 Provide a recovery site in a remote location and a business continuity plan.
- 1.1.5.10 Provide backup and system restoration 24/7/365 days a year.
- 1.1.5.11 Train DETR workforce and administrative IT staff on the SAWS system.
- 1.1.5.12 Provide ongoing system maintenance, support, updates and enhancements.

#### 1.1.6 Financial Management

Provide users with the ability to add custom data fields as defined by the state that are associated with information from the Advantage interface.

#### 1.1.7 Interfaces

- 1.1.7.1 Provide the required internal and external interfaces for exchanging data using standard industry practices and for managing and monitoring all Employment Security (ES) programs and grant performance.
- 1.1.7.2 Introduce mainstream and emerging technologies to facilitate business and interface processing, including web based facilities, XML data formats and emerging architectures.

#### 1.1.8 Reporting

- 1.1.8.1 Provide a backend SQL or Oracle database for reporting.
- 1.1.8.2 Provide ad hoc query and reporting capability that meets the needs of DETR and the workforce agency offices.

1.1.9 Vocational Rehabilitation

1.1.9.1 Provide continuity of bi-directional data exchange between Vocational Rehabilitation and the Workforce staff so that Vocational Rehabilitation client record fields will continue to be populated with the data from matching Workforce client record fields and vice versa.

1.1.9.2 Provide training on SAWS features that are available to Vocational Rehabilitation.

1.1.10 Data Conversion

1.1.10.1 Provide experience of having converted data from a statewide workforce case management system.

1.1.10.2 Convert all applicable data to a period of three (3) years prior to the implementation of the SAWS system.

1.1.10.3 Convert enough data to cover all state and federal reporting timelines.

2. **ACRONYMS/DEFINITIONS**

For the purposes of this RFP, the following acronyms/definitions will be used:

<b>Acronym</b>	<b>Definition</b>
<b><i>Advantage</i></b>	The official state financial system of record in which state agencies record revenue and expenditure activity.
<b><i>AOSOS</i></b>	America’s One Stop Operating System (See NJCOS).
<b><i>Assumption</i></b>	An idea or belief that something will happen or occur without proof. An idea or belief taken for granted without proof of occurrence.
<b><i>Awarded Vendor</i></b>	The organization/individual that is awarded and has an approved contract with the State of Nevada for the services identified in this RFP.
<b><i>BOE</i></b>	State of Nevada Board of Examiners
<b><i>Burning Glass</i></b>	Burning Glass’ applications drive practical solutions and are used across the job market: by educators in aligning programs with the market, by employers and recruiters in filling positions more effectively, and by policy makers in shaping strategic workforce decisions. At the same time, Burning Glass’ data-driven applications for workers and students help them choose career goals and build the skills they need to get ahead.
<b><i>Confidential Information</i></b>	Any information relating to the amount or source of any income, profits, losses or expenditures of a person, including data relating to cost or price submitted in support of a bid or proposal. The term does not include the amount of a bid or proposal. Refer NRS 333.020(5) (b).

<b>Acronym</b>	<b>Definition</b>
<b><i>Contract Approval Date</i></b>	The date the State of Nevada Board of Examiners officially approves and accepts all contract language, terms and conditions as negotiated between the State and the successful vendor.
<b><i>Contract Award Date</i></b>	The date when vendors are notified that a contract has been successfully negotiated, executed and is awaiting approval of the Board of Examiners.
<b><i>Contractor</i></b>	The company or organization that has an approved contract with the State of Nevada for services identified in this RFP. The contractor has full responsibility for coordinating and controlling all aspects of the contract, including support to be provided by any subcontractor(s). The contractor will be the sole point of contact with the State relative to contract performance.
<b><i>Cross Reference</i></b>	A reference from one document/section to another document/section containing related material.
<b><i>Customer</i></b>	Department, Division or Agency of the State of Nevada.
<b><i>Deliverables</i></b>	Project work products throughout the term of the project/contract that may or may not be tied to a payment.
<b><i>DETR</i></b>	Department of Employment, Training and Rehabilitation.
<b><i>Development Environment</i></b>	A computer system, toolset and methodology used to develop and/or modify and test new software applications.
<b><i>Division/Agency</i></b>	The Division/Agency requesting services as identified in this RFP.
<b><i>DOL</i></b>	United State Department of Labor
<b><i>EDI</i></b>	Electronic Data Interchange is a standard format for exchanging business data. The standard is ANSI X12, developed by the Data Interchange Standards Association. ANSI X12 is either closely coordinated with or is being merged with an international standard, EDIFACT.
<b><i>EEOC</i></b>	Equal Employment Opportunity Commission
<b><i>EFT</i></b>	Electronic Funds Transfer – an electronic transfer of funds through a national automated clearinghouse directly to a designated account.
<b><i>EIN</i></b>	Employer Identification Number
<b><i>EITS</i></b>	Enterprise Information Technology Services Division
<b><i>Email</i></b>	Electronic mail
<b><i>ES</i></b>	Employment Services

<b>Acronym</b>	<b>Definition</b>
<b><i>ESD</i></b>	Employment Security Division
<b><i>ETA</i></b>	The Employment and Training Administration (ETA) administers federal government job training and worker dislocation programs, federal grants to states for public employment service programs, and unemployment insurance benefits. These services are primarily provided through state and local workforce development systems.
<b><i>ETL</i></b>	Extract, Transform, Load
<b><i>Evaluation Committee</i></b>	An independent committee comprised of a majority of State officers or employees established to evaluate and score proposals submitted in response to the RFP pursuant to NRS 333.335.
<b><i>Exception</i></b>	A formal objection taken to any statement/requirement identified within the RFP.
<b><i>FS</i></b>	Financial Services
<b><i>FTE</i></b>	Full Time Equivalent
<b><i>Functional Requirements</i></b>	A narrative and illustrative definition of business processes independent of any specific technology or architecture.
<b><i>Goods</i></b>	The term “goods” as used in this RFP has the meaning ascribed to it in NRS §104.2105(1) and includes, without limitation, “supplies”, “materials”, “equipment”, and “commodities”, as those terms are used in NRS Chapter 333.
<b><i>GUI</i></b>	Graphical User Interface
<b><i>IDP</i></b>	Information Development and Processing Division
<b><i>Interoperability</i></b>	The ability to exchange and use information (usually in a large heterogeneous network made up of several local area networks). Interoperable systems reflect the ability of software and hardware on multiple machines from multiple vendors to communicate.
<b><i>ISA</i></b>	Information Systems Applications
<b><i>JAD</i></b>	Joint Application Development
<b><i>Key Personnel</i></b>	Vendor staff responsible for oversight of work during the life of the project and for deliverables.
<b><i>LAN</i></b>	Local Area Network
<b><i>LCB</i></b>	Legislative Counsel Bureau

<b>Acronym</b>	<b>Definition</b>
<b><i>LOI</i></b>	Letter of Intent - notification of the State's intent to award a contract to a vendor, pending successful negotiations; all information remains confidential until the issuance of the formal notice of award.
<b><i>May</i></b>	Indicates something that is recommended but not mandatory. If the vendor fails to provide recommended information, the State may, at its sole option, ask the vendor to provide the information or evaluate the proposal without the information.
<b><i>MS</i></b>	Microsoft
<b><i>Must</i></b>	Indicates a mandatory requirement. Failure to meet a mandatory requirement may result in the rejection of a proposal as non-responsive.
<b><i>NAC</i></b>	Nevada Administrative Code –All applicable NAC documentation may be reviewed via the internet at: <a href="http://www.leg.state.nv.us">www.leg.state.nv.us</a> .
<b><i>NERC</i></b>	Nevada Equal Rights Commission
<b><i>NOA</i></b>	Notice of Award – formal notification of the State's decision to award a contract, pending Board of Examiners' approval of said contract, any non-confidential information becomes available upon written request.
<b><i>NRS</i></b>	Nevada Revised Statutes – All applicable NRS documentation may be reviewed via the internet at: <a href="http://www.leg.state.nv.us">www.leg.state.nv.us</a> .
<b><i>Open Systems</i></b>	Computer systems that provide some combination of interoperability, portability and open software standards.
<b><i>Ops</i></b>	Computer Operations
<b><i>Pacific Time (PT)</i></b>	Unless otherwise stated, all references to time in this RFP and any subsequent contract are understood to be Pacific Time.
<b><i>PC</i></b>	Personal computer
<b><i>POC</i></b>	Proof of Concept
<b><i>Prime Contractor</i></b>	The prime contractor has full responsibility for coordinating and controlling all aspects of the project, including support to be provided by any subcontractor(s). The prime contractor will be the sole point of contact with the State relative to contract performance. If this project involves the use of one or more program products proprietary to another supplier, the prime contractor will be responsible for acquiring a license for the State's use of such program products.
<b><i>Production</i></b>	A computer system, communications capability and applications software

<b>Acronym</b>	<b>Definition</b>
<b><i>Environment</i></b>	that facilitates ongoing business operations. New hardware/software is not introduced into a production environment until it is fully tested and accepted by the State.
<b><i>Proprietary Information</i></b>	Any trade secret or confidential business information that is contained in a bid or proposal submitted on a particular contract. (Refer to NRS 333.020 (5) (a).
<b><i>Public Record</i></b>	All books and public records of a governmental entity, the contents of which are not otherwise declared by law to be confidential must be open to inspection by any person and may be fully copied or an abstract or memorandum may be prepared from those public books and public records. (Refer to NRS 333.333 and NRS 600A.030 [5]).
<b><i>R&amp;A</i></b>	Research and Analysis Bureau
<b><i>RDBMS</i></b>	Relational Database Management System
<b><i>Redacted</i></b>	The process of removing confidential or proprietary information from a document prior to release of information to others.
<b><i>RFI</i></b>	Request for Information.
<b><i>RFP</i></b>	Request for Proposal - a written statement which sets forth the requirements and specifications of a contract to be awarded by competitive selection as defined in NRS 333.020(8).
<b><i>SAWS</i></b>	Statewide Automated Workforce System.
<b><i>Shall</i></b>	Indicates a mandatory requirement. Failure to meet a mandatory requirement may result in the rejection of a proposal as non-responsive.
<b><i>Should</i></b>	Indicates something that is recommended but not mandatory. If the vendor fails to provide recommended information, the State may, at its sole option, ask the vendor to provide the information or evaluate the proposal without the information.
<b><i>SME</i></b>	Subject Matter Expert
<b><i>SOA</i></b>	Service Oriented Architecture
<b><i>SPQA</i></b>	Special Projects and Quality Assurance
<b><i>SRS</i></b>	Software Requirements Specification
<b><i>SSN</i></b>	Social Security Number

<b>Acronym</b>	<b>Definition</b>
<i>State</i>	The State of Nevada and any agency identified herein.
<i>Statement of Understanding</i>	A non-disclosure agreement that each contractor and/or individual must sign prior to starting work on the project.
<i>Subcontractor</i>	Third party, not directly employed by the contractor, who will provide services identified in this RFP. This does not include third parties who provide support or incidental services to the contractor.
<i>TAA</i>	Trade Adjustment Act
<i>TIR</i>	Technology Investment Request.
<i>Trade Secret</i>	Information, including, without limitation, a formula, pattern, compilation, program, device, method, technique, product, system, process, design, prototype, procedure, computer programming instruction or code that: derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by the public or any other person who can obtain commercial or economic value from its disclosure or use; and is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.
<i>TS</i>	Technical Services
<i>UI</i>	Unemployment Insurance
<i>UISS</i>	Unemployment Insurance Support Services
<i>UML</i>	Unified Modeling Language
<i>User</i>	Department, Division, Agency or County of the State of Nevada.
<i>Vendor</i>	Organization/individual submitting a proposal in response to this RFP.
<i>Walkthrough</i>	Oral presentation by the contractor of deliverables and/or work products.
<i>WAN</i>	Wide Area Network
<i>WIA</i>	Workforce Investment Act
<i>WIBS</i>	Workforce Investment Boards
<i>Will</i>	Indicates a mandatory requirement. Failure to meet a mandatory requirement may result in the rejection of a proposal as non-responsive.
<i>WISS</i>	Workforce Investment Support Services.
<i>Work Product</i>	The documented results of Scope of Work activities developed and reviewed

Acronym	Definition
	per the requirements stated within the RFP. One or more work products collectively form a deliverable.

## 2.1 STATE OBSERVED HOLIDAYS

The State observes the holidays noted in the following table. Note: When January 1<sup>st</sup>, July 4<sup>th</sup>, November 11<sup>th</sup> or December 25<sup>th</sup> falls on Saturday, the preceding Friday is observed as the legal holiday. If these days fall on Sunday, the following Monday is the observed holiday.

Holiday	Day Observed
New Year's Day	January 1
Martin Luther King Jr.'s Birthday	Third Monday in January
Presidents' Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Nevada Day	Last Friday in October
Veterans' Day	November 11
Thanksgiving Day	Fourth Thursday in November
Family Day	Friday following the Fourth Thursday in November
Christmas Day	December 25

## 3. BACKGROUND

The Department of Employment, Training and Rehabilitation's (DETR) Statewide Automated Workforce System (SAWS) implementation will be the result of a business and technology initiative to modernize and improve Nevada's employment, training and Rehabilitation business processes and automated computing applications. Prior to and during the SAWS implementation, the successful vendor, as part of their proposed solution, will further refine and validate DETR's SAWS requirements and complete a physical system implementation and corresponding business transformation. This section provides reference and background information about the agency's business units and its current computing environment.

### 3.1 BUSINESS BACKGROUND

The Department of Employment, Training & Rehabilitation consists of divisions that offer assistance in job training and placement, vocational rehabilitation and workplace discrimination and collecting and analyzing workforce and economic data. Many of these services are provided through DETR's partnership with the Nevada Workforce agency system. DETR's divisions include:

- Employment Security Division ;
- Rehabilitation Division;
- Nevada Equal Rights Commission;
- Research and Analysis Bureau; and

- Information Development and Processing.

For approximately 14 years, DETR has subscribed to a multi-state consortium of members who use America’s One-Stop Operating System (AOSOS). AOSOS is the primary system application in a group of integrated applications that DETR uses to provide the above services.

DETR is currently looking for a more updated system that will respond to the expanding needs of its divisions and of the Nevada workforce agencies that partner with DETR.

**Table 3.1 Nevada Workforce Current Business Metrics**, presented below, outlines several fundamental workforce business and processing statistics. These metrics represent a general indication of current workforce business and operational volumes and are suitable for planning purposes.

<b>Table 3.1 – Nevada Workforce Current Business Metrics</b>		
<b>Business/Process Item</b>	<b>Values</b>	
Employers Job Orders Increased, Entered Employment, Customer Satisfaction, Fiscal Audit lower errors/real time and WOTC backlog decrease . (See items below)	See items below	See items below
<b>Key Performance Indicators (KPIs) Supported</b>	<b>Current</b>	<b>Projected</b>
Increased Entered Employment Rate	58%	61%
Fiscal Accuracy (Closer to Real Time)	N/A	Reduce Error Ratio
Improved Customer Satisfaction (Self-Service)	Fair	Good
WOTC Certification Decrease in Backlog	Backlog 77,000	Reduce or Eliminate Backlog
Employer Services through Self-Service Job Orders Increased	0	1000

Due to Nevada’s continued population growth and other business factors, processing volumes and metrics have grown approximately 5% per year for the past several years. While this growth rate may slow in the near term it is expected to continue long term and should be used for solution planning purposes. The successful vendor’s proposed Workforce solution capacity is required to handle and process current metrics plus 20% as well as the 5% projections described above for a minimum of five (5) years once the solution is fully implemented and operational.

### 3.1.1 Problem Description

Based on a recent assessment of the existing system, it is not meeting the needs of Nevada’s customers. The system initially met the demands for increased technological innovations and provided access and tools for both internal and external customers. As the demands of customers have changed or increased, the environment of the workforce has also changed and this has required a more advanced and responsive system therefore, the current system is no longer meeting the needs of DETR’s staff and its customers. This has reduced the

ability to meet the DETR's objectives based on the Department's vision, mission and philosophy statements.

Both internal and external customers are affected by the system.

On an internal level, the Workforce Programs and the administration have expectations of a comprehensive, efficient, intuitive and user-friendly system with the ability to be updated as technology improves or changes. The system should provide timely, accurate, reliable and automated reports. DETR is concerned that data mapping problems and possible inaccuracies in report data may affect program funding.

External customers such as employers, have an expectation to have access to qualified job seekers. Job seekers have an expectation to access resources and information related to training and job seeking by having the tools to find quality job listings and employers offering equal opportunities.

DETR is seeking a more updated system that must be capable of implementing the functional and non-functional requirements contained throughout this Request for Proposal (RFP) and associated attachments. The successful solution must address and resolve the system and business problems presented, be capable of processing the business volumes and transactions identified and adhere to Federal and State requirements.

The rate of ongoing employee population increase, expansion and change in Nevada's businesses (including new businesses, mergers, splits and other corporate combinations) places significant pressure on DETR to keep pace with demands. In certain instances, existing legacy applications do not contain necessary or sufficient functionality to properly support Nevada's workforce operations. Workarounds that include manual databases, tickler lists, case control items and extra desk procedures were put into place and the current system received modifications and add-on's to keep up with the changes. Although these changes offered short-term business benefit, the system has reached maturity and requires a major overhaul or replacement to support future business needs in a more adequate and timely manner.

In addition, the cost and complexity to maintain and enhance the legacy system has increased over the years and due to a decrease in consortium members, licensing for the current system has risen significantly.

An improved, modernized system will allow DETR to better respond to Federal and State mandates, avoid costly system maintenance and provide improved services to Nevada's workforce customers including jobseekers and employers.

### **3.2 PROJECT BACKGROUND**

Through implementation of a Statewide Automated Workforce System, the State will modernize and improve Nevada's workforce business processes and automated computing applications. Workforce modernization planning, analysis and problem definition began in

earnest in February of 2014 following the Department's preparation of a Technology Investment Request (TIR).

### 3.2.1 Workforce Modernization – Requirements

In February of 2014, DETR initiated the Workforce Modernization – Requirements analysis. Using internal business program and technical staff as well as Nevada Master Services Agreement (MSA) Business Analyst external resources, DETR documented hundreds of workforce requirements related to Employer, Jobseeker, DETR Staff, Workforce Investment Board (WIB) and other workforce business process areas. A primary focus of the workforce requirement analysis was to determine “What” workforce functions were needed to satisfy Nevada’s workforce processing requirements versus “How”.

In response to this RFP, the successful vendor working with the State will be required to define “How” DETR’s workforce requirements will be implemented. The workforce modernization requirement analysis results are presented within this RFP and the RFP attachments. To be considered for implementing the new solution, vendors must review the formal requirements (SRS) carefully and submit a detailed response.

### 3.2.2 Workforce Modernization Request for Information

In May of 2014, DETR released the Statewide Automated Workforce System (SAWS) Request for Information (RFI). The purpose of the RFI was to obtain high-level cost and project planning information. Using information provided via RFI responses and other sources, DETR prepared general fiscal planning thresholds and set other project planning criteria.

## 3.3 AGENCY

The Department of Employment, Training and Rehabilitation’s (DETR) primary business functions include the payment of unemployment claims, the collection of unemployment-related taxes and the provision of job placement services to the public. DETR consists of six (6) primary business divisions and units. DETR’s program units offer assistance in job training and placement, vocational rehabilitation, workplace discrimination and the collection and analysis of workforce and economic data. Many of these business services are provided through DETR’s partnership with the Nevada Workforce agency system, a one-stop environment for rendering job placement services to the public.

The Nevada Workforce agency system includes the following primary business units:

3.3.1 **Nevadaworks** is a regional agency focused on preparing northern Nevada’s workforce to meet the needs of current and potential northern Nevada employers. We do this by understanding the workplace requirements of employers and then coordinating with area educational institutions, public and private training providers, state or other local agencies to craft necessary training programs for individuals to meet those expressed needs.

Nevadaworks provides funding to qualified service providers who work directly

with a diverse population of individuals who are seeking employment, skills upgrading, or who are entering the workforce for the first time. We believe that a strong workforce is the key to a vibrant and diverse economy.

3.3.2 **Workforce Connections** is Southern Nevada's Local Workforce Investment Board (LWIB). They are responsible for the operation of the One-Stop Delivery System in the Southern Nevada Local Workforce Investment Area. Their geographical jurisdiction includes the counties of Clark, Nye, Lincoln and Esmeralda.

The mission of Workforce Connections is to establish dynamic partnerships with employers and the community to connect employment opportunities, education and job training. The Workforce Investment Act of 1998 (WIA) established a locally-driven public workforce investment system to help job seekers access employment, education, training and support services to succeed in the labor market. Local Workforce Investment Boards also are called to match employers with the skilled workers they need to compete in the global economy.

3.3.3 DETR's primary business units include:

- 3.3.3.1 DETR Administration;
- 3.3.3.2 Employment Security Division;
- 3.3.3.3 Research and Analysis Bureau;
- 3.3.3.4 Rehabilitation Division;
- 3.3.3.5 Nevada Equal Rights Commission; and
- 3.3.3.6 Information Development and Processing Division.

3.3.4 DETR Administration

DETR Administration includes the DETR Director's Office as well as the following additional administrative functions:

- 3.3.4.1 Assistant Director – in charge of agency planning and program evaluation and development;
- 3.3.4.2 Operations Management – in charge of the agency's physical facilities and systems, as well as related operational procedures;
- 3.3.4.3 Human Resources Office – oversees all personnel activities with DETR including recruitment, time recording and payroll;
- 3.3.4.4 Financial Management – responsible for providing a complete and efficient financial infrastructure, managing fund balances and processing day-to-day requisitions;
- 3.3.4.5 Public Information Office – responsible for managing, coordinating and developing public relations and information programs for the agency; and

3.3.4.6 Internal Auditor – responsible for ensuring financial and administrative control and security.

### 3.3.5 Employment Security Division

The Employment Security Division (ESD) administrates Nevada's Unemployment Insurance (UI) programs and provides comprehensive employment and training services to Nevada's businesses and workers.

ESD's UI program includes several subunits assigned specific business tasks. These include:

3.3.5.1 Contributions – Contributions is responsible for registering employers, processing quarterly wage information and collecting UI and other program tax dollars from liable employers. Additionally they rate and validate employers based on past wage history and audit employer accounts as needed. These functions are considered out of scope for the purposes of this RFP.

3.3.5.2 Benefits (UISS) - Benefits is responsible for making determinations regarding claimant eligibility for unemployment insurance benefits and making proper and timely benefit payments if a favorable determination is made. Support services include the ongoing research, maintenance and development of policies and procedures, performance improvement activities and the coordination of federal, military, interstate and other special programs. These functions are considered out of scope for the purposes of this RFP.

3.3.5.3 Employment Services (ES) - ES responsibilities, which are one of the primary focuses of this RFP, include job placement and job training. A primary objective of ES is to reduce unemployment costs by providing timely employment services to eligible UI claimants. ES shares Trade Adjustment Act (TAA) administrative duties with UISS.

3.3.5.4 Appeals - DETR's Appeals Division researches, hears, deliberates and decides unemployment insurance and tax-related appeals from interested parties including claimants and employers. These functions are considered out of scope for the purposes of this RFP.

3.3.5.5 Integrity - Integrity is responsible for detecting unemployment insurance fraud by conducting investigations of claimants, employers and internal staff. Collection actions to recover overpayments established on benefit claims are also performed by this section. These functions are considered out of scope for the purposes of this RFP.

### 3.3.5.6 Research and Analysis Bureau (R&A)

R&A is the information and data analysis unit within DETR. R&A serves as Nevada's primary provider of workforce information and releases analytical information regarding Nevada's workforce and economic conditions to both internal and external parties. Additionally, R&A performs data validation and verification using federally and State provided tools. R&A's UI data warehousing, data analysis, data validation and data reporting functions are considered within the scope of this RFP. R&A works closely with ES for some reporting functions and therefore a small part of their functionality is represented in this RFP.

### 3.3.6 Rehabilitation Division

DETR's Rehabilitation Division is comprised of three (3) bureaus which include Vocational Rehabilitation, Services to the Blind and Visually Impaired and the Bureau of Disability Adjudication. The Division includes the Client Assistance Program and the Office of Disability Employment Policy. All of these services are designed to address assessment, training, treatment and job placement for Nevadans with disabilities. The Division places primary emphasis on providing necessary services to help clients work and live independently. Included in the Rehabilitation Division's business functions are job placement for Nevadans with disabilities and a small portion of the requirements in this RFP reflect that.

### 3.3.7 Nevada Equal Rights Commission (NERC)

NERC oversees Nevada's equal employment opportunity program by handling employment discrimination complaints relating to race, national origin, color, creed/religion, sex (gender and/or orientation), age and disability (ADA). NERC works with the Federal Equal Employment Opportunity Commission (EEOC) to investigate and bring suit for complaints of discrimination. NERC has jurisdiction in Nevada over discrimination in housing and public accommodation. NERC's business functions are considered out-of-scope for this RFP.

### 3.3.8 Information Development and Processing Division (IDP)

IDP is the information technology support and services unit within DETR. IDP provides data processing and technical support to DETR and its customers and maintains Nevada's automated workforce and rehabilitation information systems. These systems consist of multiple business and web applications providing information, data, and functionality for Nevada's employer and job seeker tasks. IDP consists of the following subunits:

#### 3.3.8.1 Information Systems Applications (ISA) – ISA provides application development services including software enhancement and maintenance, application implementation and systems troubleshooting.

- 3.3.8.2 Technical Services (TS) – TS provides DETR with network engineering and communications support, security support, server and storage area network support and database administration. Additionally they provide mainframe application configuration and system maintenance for legacy applications.
- 3.3.8.3 Computer Operations (Ops) – Ops is responsible for scheduling and completing production runs, processing UI payments, performing system backups, producing and distributing production reports and processing of DETR’s mainframe and in-house client server applications.
- 3.3.8.4 Field Services (FS) - FS supports and maintains DETR’s personal computers, workstations, printers and associated desktop software inventory. Additionally, FS performs device upgrades and maintenance, installs new and replacement equipment and troubleshoots difficult technical problems.
- 3.3.8.5 Special Projects and Quality Assurance (SPQA) – the SPQA unit provides technology grant project oversight and management, IT project quality assurance and quality control, departmental Internet and intranet website maintenance and functional requirements analysis.

3.3.9 Office Locations

- 3.3.9.1 DETR has two (2) primary business administration locations and work campuses from which it operates. These include the Las Vegas administration office and the Carson City Capitol Complex located respectively at:

Description	Address
Nevada Department of Employment, Training and Rehabilitation	Southern Administrative Office 2800 East St. Louis Avenue Las Vegas, NV 89104
Nevada Department of Employment, Training and Rehabilitation	Northern Administrative Office 500 East Third Street Carson City, NV 89713

A majority of the Workforce Modernization Implementation project work is expected to be conducted at or near these two (2) locations. Other Nevada locations may be utilized when testing, training and implementing the solution. In preparing their proposals, vendors should consider and factor in DETR’s work and operational locations.

3.3.9.2 Other DETR operations and work sites include:

Description	Address
Contributions, Vocational Rehab, IDP	1370 S. Curry Street Carson City, NV 89703
UISS, WISS, R&A	Frontier Plaza 1923 North Carson Street Carson City, NV 89701
Vocational Rehab, Appeals, Contributions	1325 Corporate Boulevard Reno, NV 89502

3.3.9.3 DETR also provides business services within the following offices:

Description	Address
Carson City JobConnect	1929 North Carson Street Carson City, NV 89701
Elko JobConnect	172 Sixth Street Elko, NV 89801
Ely JobConnect	480 Campton Street Ely, NV 89301
Fallon JobConnect	121 Industrial Way Fallon, NV 89406
Henderson JobConnect	119 Water Street Henderson, NV 89015-7290
Lake Mead Outreach	710 W. Lake Mead Blvd. North Las Vegas, NV 89030
Las Vegas JobConnect	3405 South Maryland Parkway Las Vegas, NV 89109
NJC One-Stop Career Center	6330 W. Charleston Blvd. Ste. 190 Las Vegas, NV 89146
North Las Vegas JobConnect	2827 Las Vegas Boulevard North North Las Vegas, NV 89030-5703
Reno JobConnect Office	Reno Town Mall 4001 South Virginia Street, Suite G Reno, NV 89502
Sparks JobConnect	2281 Pyramid Way Sparks, NV 89431
Winnemucca JobConnect	475 West Haskell Street, Suite 1 Winnemucca, NV 89445

3.3.9.4 Casual Labor Office Locations:

Description	Address
Day Labor	1001 North "A" Street Las Vegas, NV 89106
Day Labor	420 Galletti Way Sparks, NV 89431

### **3.4 CONCURRENT IMPACTS/PROJECTS**

Within the State of Nevada and DETR there are ongoing technology projects and initiatives, however, DETR does not expect the existing and planned concurrent projects to impact with any significance the project identified within this RFP. Workforce Modernization is one of DETR's primary technology initiatives. Excluding unforeseen demands from Federal or State of Nevada oversight entities, DETR expects the workforce Modernization Implementation project to be its priority.

### **3.5 CURRENT COMPUTING ENVIRONMENT – STATE OF NEVADA**

The State of Nevada Enterprise Information Technology Services (EITS) maintains a comprehensive computing and communications facility and provides technical services and support to State agencies statewide. Primary EITS services include Wide Area Network (WAN) and Local Area Network (LAN) provision and support, IBM mainframe capacity, maintenance and support, UNIX hosting and support, data center facilities and server support services and other technical consulting and software design, development and related services.

DETR currently deploys multiple applications based on IBM mainframe and UNIX RISC platforms. Other Windows, Linux and Novell systems run on Intel platforms. The State datacenter uses DB2, Oracle and MS SQL server database software.

The primary network protocol for the State's LAN and WAN services is Ethernet and TCP/IP with WAN components consisting predominantly of Cisco Systems equipment using Cisco Systems best practices. DETR uses EITS' statewide WAN to support UIn and other network activity. For workforce modernization statewide network and communication planning purposes, DETR will continue to rely on the EITS WAN for communications. Within their RFP response, the vendor is required to indicate WAN capacity and performance requirements in support of their proposed workforce modernization solution.

Requests for additional information regarding EITS' technical environment must be submitted by proposers pursuant to *RFP Section 9, Written Questions and Answers*.

### **3.6 CURRENT COMPUTING ENVIRONMENT - DETR**

DETR oversees Unemployment Insurance (UI), Workforce Investment, Rehabilitation and Equal Rights services for all of Nevada. Using automated applications including online web services, DETR collects and provides customer information for multiple State and Federal programs. Ensuring high levels of system availability and system performance is critical to DETR's success since business activities; in particular workforce activities are time sensitive and affect Nevada's constituents directly.

During the Workforce Modernization Implementation, the successful vendor is required to work closely with the State to finalize how best to integrate and interface existing go-forward applications where required and to decommission applications that will no longer be in service. In each case, the vendor, working with the State must provide careful consideration to data conversion requirements and strategies.

The following section provides an overview of DETR's current computing environment and applications.

### 3.6.1 Application Overview

DETR's business programs include both Federal and State reporting and case tracking requirements and rules. Internally, DETR engages services from its information technology unit, the Information Development and Processing Division (IDP), to support core program competencies. IDP works closely with DETR business end-users, management and external oversight groups to ensure that program data is properly collected, processed and reported. Day-to-day IDP services include code maintenance, database and server administration, LAN support, local phone and Call Center support, desktop support, computing operations and project management.

Several of DETR's automated applications utilize the State's Enterprise Information Technology Services (EITS) IBM mainframe and/or wide area communications network for statewide communications and volume processing.

#### 3.6.1.1 UInv – (Unemployment Insurance Nevada)

UInv is the core UI benefit processing application. UInv tracks the weekly verification of UI claimant unemployment. It is currently projected that over 400,000 claimants will utilize the system this year. UInv functionality includes:

- A. New, Additional, Reopened, and Extended UI Claim Processing;
- B. Monetary and Non-Monetary Decisions;
- C. Claim Adjustments;
- D. Continued Claims;
- E. Adjudication and Appeals;
- F. Employer Benefit Charges;
- G. Overpayment processing; and
- H. Fraud detection.

UInv is driven by stringent Federal and State UI business rules which determine benefit amounts and schedules. While the core UInv application is not part of this RFP, there are interface requirements between AOSOS and UInv applications which the successful vendor will be required to provide

3.6.1.2 NJCOS – Nevada's JobConnect Operating System (NJCOS) is a workforce automated application based on America's One Stop Operating System. Replacement of this system is the primary focus of this RFP. NJCOS – also sometimes called OSOS – is a comprehensive job matching, case management and reporting application tool for workforce and economic development professionals working with Nevada's 60,000 plus employers and thousands of Nevadan job seekers. The successful vendor is

required to provide integrated workforce functionality within their proposed solution.

3.6.1.3 REA – the Reemployment Eligibility Application (REA) is used to track an Unemployment Insurance (UI) claimant’s eligibility for job assessment and other job services. Information obtained through the application helps DETR satisfy certain program performance indicators. The successful vendor is required to provide integrated REA functionality within their proposed solution.

3.6.1.4 RSP and Worker Profiling – the Reemployment Services (RSP) application interfaces with AOSOS and UInv to provide a means for programmatically selecting UI claimants most suitable for reemployment services. Information obtained through the application helps DETR satisfy certain program performance indicators. Worker Profiling is an ancillary application used to extract claim information for data “pooling” purposes as well. Using the extracted and pooled information, end-users are able to select and schedule claimants to participate in job services. The successful vendor is required to provide integrated RSP and worker profiling functionality within their proposed solution.

3.6.1.5 R&A – the Research and Analysis (R&A) application, working with various data sources, allow DETR staff to produce workforce and labor trending information for the State of Nevada. The successful vendor will provide ad hoc reporting solutions for use by DETR R&A staff.

3.6.2 Current Computing Infrastructure

DETR’s existing automated applications and components drive the Department’s current computing infrastructure.

DETR uses SUN Microsystems servers running UNIX and Oracle database and development products for application design and development. Microsoft Windows and MS Office suite products, including MS Explorer, are used as the primary desktop platform for DETR applications. In general, DETR considers itself to be an Oracle and UNIX development shop using the MS Office suite for user interface purposes.

A listing of software, hardware and development products currently in use is found in **Table 3.6.2, Current Computing Infrastructure**, below.

<b>Table 3.6.2 - Current Computing Infrastructure</b>	
Database Products	VSAM, ADABAS, Flat Files, Oracle10g using DataGuard and Advanced Security Option, Oracle10g Grid Control, SQL Server 2005

**Table 3.6.2 - Current Computing Infrastructure**

Computing Platform	IBM Mainframe, SUN Solaris, MS Windows Server, Veritas Cluster
Network	TCP/IP, WAN, Cisco
Storage	Mainframe DASD, SUN disk drives, Hitachi Storage Area Network, Tape Cartridges
Application Infrastructure	COBOL, CICS with BMS Maps, Easytrieve Plus, Easytrieve Classic, Keymaster, NATURAL , JCL, Oracle Developer Suite (Forms/Reports/PSP), Oracle PL/SQL, Oracle10g Application Server, Oracle SOA Suite, Oracle BI Discoverer and XML Publisher, Visual Fox Pro, Web Servers: Apache, IBM CICS, Microsoft IIS, Tomcat
Typical Desktop	Dell
Power User's Desktop	Dell
Email Communications	MS Outlook
Productivity Suite	Microsoft Office
Typical Workstation Printer	HP LaserJet 4250
High Volume/High Speed Printers	Ricoh IBM Infoprint 2190 Machine Type 2707-001 and Ricoh IBM Infoprint 1585 Machine Type 4539 - Special forms/duplex printing Ricoh IBM MICR Printer 8200 - AFCIO SP 8200 DN and Infoprint 70 Machine Type 2770 002 – UI check printing and check printing backup IBM 4245 - 020 and IBM 6500 -v20 - pin feed forms and green bar reports
Network Infrastructure	Cisco Switching / Routing

**Table 3.6.2 - Current Computing Infrastructure**

Interactive Voice Response Unit	Avaya Equipment
Call Management / Call Center Phone Switching	Avaya CTI / CMS Application
Document Imaging - Contributions	KoVIS
Volume Printing	Mainframe Line Printers (Impact, Laser, MICR)

### 3.6.2.1 Virtualization Environment

DETR utilizes server virtualization technology to consolidate resources, maximize technology investment and improve the speed and efficiency in which server, storage and application resources are deployed and managed. Currently, DETR hosts non-mainframe applications on Sun Solaris and Microsoft Windows Server operating systems.

- A. For the Sun Solaris environment, logical domains (LDMs) are created using Sun CoolThreads servers to partition physical servers into multiple virtual machines each with its own reconfigurable subset of machine resources to support application needs. In addition, Solaris Zone and Container technology is used to logically partition Solaris operating system instances to isolate software applications and services.
- B. For the Microsoft Windows Server environment, VMWare ESX Server hypervisor technology is used to partition physical servers into multiple virtual machines each with its own reconfigurable subset of machine resources to support application needs.

While storage virtualization technology may be considered in the future, it is not currently used; however, DETR is actively researching client/desktop virtualization technologies for future use.

### 3.6.2.2 XML, Web Services and SOA

For specific legacy application enhancements, DETR has or is deploying XML, web services and Service Oriented Architecture (SOA) technologies to link and integrate heterogeneous applications. The technology facilitates transfer of data between

DETR's applications using standard interfaces and messaging schemas.

Oracle's SOA Suite, a recently acquired technology, is being deployed as part of DETR's current data integration strategy with the objective of reducing development time and maintenance costs for building integrated solutions. SOA capabilities the agency is pursuing include standardized messaging schemas, service directory and discovery, business process orchestration and activity monitoring and web services management.

#### 3.6.2.3 Data Encryption

DETR utilizes the Oracle Advanced Security Option (ASO) to transparently encrypt personal identifying (PI) information such as client Social Security Numbers stored in Oracle databases without requiring major modification to existing Oracle based applications. DETR has future plans to deploy a similar product to allow transparent encryption of PI information stored by applications using SQL Server databases.

### 3.7 DISASTER RECOVERY ENVIRONMENT

Disaster recovery for the current systems environment includes two (2) procedures. First, disaster recovery for the mainframe environment is maintained and managed by the State of Nevada Enterprise Information Technology Services (EITS), the State's central IT unit. EITS works with other State agencies to ensure that mainframe components and related applications are recoverable from disaster. Multiple State agencies rely on this first recovery procedure. The second recovery procedure is used by DETR to recover non-mainframe mission-critical servers. Utilizing server space both in Northern and Southern Nevada, DETR replicates and shares information between the two locations for systems recovery purposes.

### 3.8 PROJECT MANAGEMENT SOFTWARE AND TOOLS

Current software products and tools utilized by DETR for workforce modernization include:

- MS Project 2003 with MS Project Server and Project Web Access available;
- MS Office Suite 2010 (Word, Excel, PowerPoint, VISIO, InfoPath);
- MS SharePoint 2007; and
- Borland CaliberRM and DefineIT 2008 (used for requirements management).

To ensure future compatibility and maintainability of project management content, vendors proposing additional or other project management software must identify the software in response to **RFP Section 3.8, Project Management Software and Tools**. If proposed project management software and tools are not the ones identified above, the vendor must provide a minimum of five (5) licenses and formal training for five (5) technical users on the proposed software. All costs associated with proposed project management software and related training must be identified in **Attachment J, Project Costs**.

### 3.9 DEVELOPMENT SOFTWARE

DETR's current mainframe software development toolset and related operational environment is based on mainframe tools including: COBOL, CICS with BMS Maps, Easytrieve Plus, Easytrieve Classic, Keymaster, NATURAL, JCL and Software AG ADABAS management products. The Department also uses Oracle and Unix based tools for non-mainframe application development including Oracle Developer Suite, Oracle PL/SQL, Oracle Application Servers, Oracle SOA Suite, Crystal Reports, XML Publisher and Oracle database management products.

DETR requires that the workforce modernization solution and related software development toolset comply with the specific guidelines and requirements set forth below and adhere to the following general guidelines:

- 3.9.1 All proposed software used in the design, development, testing and implementation of RFP deliverables must comply with RFP requirements and be approved for use by the State of Nevada.
- 3.9.2 While DETR is committed to maintaining compatibility with the existing development environment and conserve its investment in tools and related products where practical and applicable to ongoing operations, other mainstream technology development products may be proposed and used. Note that all software used in the design, development, testing and implementation of customized components outlined in the proposer's response must be approved by the State. Proposed software must be identified in ***RFP Section 3.8, Project Management Software and Tools***.
- 3.9.3 If application software used in the proposer's solution is not public domain, the successful vendor must provide a licensing and maintenance strategy for each license, include initial and ongoing licensing and maintenance costs within their cost proposal, and once the RFP is awarded, work with the State to reach a mutually agreeable strategy prior to license acquisition and initiation.
- 3.9.4 The State reserves the right to procure licenses for all base components and third party equipment and software based on specifications provided by the successful vendor using the State's best procurement source.
- 3.9.5 The successful vendor must provide twenty licenses and formal training for twenty technical staff for any additional software development, software management and software lifecycle products introduced to DETR as part of the proposal.

### 3.10 STATE PROJECT RESOURCES

The State of Nevada and DETR are committed to ensuring a successful workforce modernization project. State personnel and other external project resources and stakeholders are assigned to the project to provide leadership, direction, management, knowledge, skill and quality control. External stakeholders are involved to help steer

project direction, provide liaison support and communicate project progress to interested external organizations.

The following sections describe the roles and responsibilities of State-assigned resources committed to the project.

### 3.10.1 Project Executive Sponsor

The Deputy Director of DETR is the SAWS Project Executive Sponsor. Project activities are conducted and carried out under the authority of the Director's Office. The Project Executive Sponsor authorizes funding and delineates strategic business direction. Other project responsibilities include:

- 3.10.1.1 Authorizes and concludes project related pursuits;
- 3.10.1.2 As necessary, resolves high-level issues when other agencies are involved;
- 3.10.1.3 Serves as the main point-of-contact with the Legislature;
- 3.10.1.4 Provides departmental guidance and direction to project leadership;
- 3.10.1.5 Resolves escalated project problems and issues;
- 3.10.1.6 Guides overall strategic business scope and direction;
- 3.10.1.7 Ensures and facilitates continuity of project funding; and
- 3.10.1.8 Meets periodically with project leadership to receive project status and progress information.

### 3.10.2 Project Champion

The Project Champion, a senior executive of DETR, is the primary internal advocate and enthusiast for the project. The Project Champion has significant interest in seeing that the project accomplishes the Department's business and operational objectives. The Project Champion ensures that SAWS program and end-user functional issues are resolved in a timely manner. With delegated authority from the Project Executive Sponsor, the Project Champion:

- 3.10.2.1 Oversees and coordinates day-to-day user community project participation;
- 3.10.2.2 Identifies and resolves user community resource obstacles and barriers;
- 3.10.2.3 Resolves escalated project problems and issues;

- 3.10.2.4 Provides functional guidance and direction to the project manager and project team;
- 3.10.2.5 Answers unresolved functional questions and/or obtains appropriate resources to do so;
- 3.10.2.6 Reconciles incompatible business requirements; and
- 3.10.2.7 Unites project participants behind project decisions and direction.

### 3.10.3 Project Manager

The State SAWS Project Manager coordinates project tasks and associated activities of the teams, individuals and organizations involved in the project. The State Project Manager provides daily direction and oversight to State project resources and coordinates contractor activities. More specifically the Project Manager:

- 3.10.3.1 Provides general project planning, resource management, schedule management, budget management and project monitoring and control;
- 3.10.3.2 Resolves project problems and conflicts and escalates issues as needed;
- 3.10.3.3 Serves as the primary project point-of-contact to the Project Executive Sponsor and Champion;
- 3.10.3.4 Serves as the primary contact with the successful vendor's project management team;
- 3.10.3.5 Serves as the primary contact for other State resources involved with the project;
- 3.10.3.6 Receives, reviews, approves and documents project status information from other project participants;
- 3.10.3.7 Coordinates project deliverable and work product review and approval and sets priorities when choices of alternatives are required; and
- 3.10.3.8 Reports project status information to the Project Executive Sponsor, Project Champion, project team members and stakeholders.

### 3.10.4 State Project Team

The State Project Team consists of specific DETR project personnel and other permanently or temporarily assigned State resources. These project team members provide core business and technical information and skills required for the project. Additionally, the State Project Team provides knowledge, input and review for project deliverables and work products.

The successful vendor will be expected to work closely with the State project staff assigned to the project. State Project Team staff will be available to attend meetings and interviews and assist in reviewing workforce functions, requirements and test criteria. State Project Team staff will be assigned to the project on an as-needed basis, as determined by project and technical management to represent the various functional and technical areas. State Project Team staff will report to the State project manager who will coordinate project activities with the successful vendor.

State Project Team members include:

- 3.10.4.1 Workforce Program Staff – Workforce program staff members are assigned to the project and fill the role of Business Leads, Subject Matter Experts (SMEs) and Team members for the different workforce business programs and areas. These individuals ensure that the project meets the program and business processing needs of each business unit. Program members provide input and resources to help define and test the user-interface, workforce processing rules and functional training and documentation when necessary.
- 3.10.4.2 Technical Leads and Team Members – DETR technical IT members using technical knowledge and skill in specific disciplines including database management, Web design, SAWS programming, interfacing, data conversion extract development and business rule knowledge participate on the project to help meet technical system requirements.
- 3.10.4.3 Other State Resources - Other State agency personnel will be involved with the project to leverage their capability and expertise through consultation or partnership. These include, but are not limited to: technical resources from EITS to ensure compliance with State security requirements, potential infrastructure support for the production system and Wide Area Network support.

### 3.10.5 Project Quality Assurance Resources

Workforce modernization represents a significant commitment of State resources including personnel, equipment and funding. Ensuring a successful project is important to the State. To assist DETR in receiving a quality solution, a State and/or external Quality Assurance (QA) monitor may be utilized. These resources will help the project identify, resolve and reduce project risk and other issues that may occur. Responsibilities and roles of quality assurance are described below.

- 3.10.5.1 Quality Assurance Monitor - the Quality Assurance (QA) Monitor will provide quality assurance oversight for the project. The QA monitor will evaluate and review project progress and product quality for all major project deliverables and work products. QA objectives include ensuring that the State obtains anticipated

operational improvements, reduces risk and receives quality project products delivered as expected. Other responsibilities include:

- A. Attending project status meetings;
- B. Reviewing and evaluating contract status, project schedules and project status reports within mutually agreed upon time frames;
- C. Reviewing and evaluating product quality of project deliverables, work products and other project documents;
- D. Reviewing, discussing, and providing input and recommendations on project activities and deliverables;
- E. Identifying and resolving disparity between project contractual requirements/functionality and project deliverables and work products;
- F. Meeting with the Project Manager to review and discuss preliminary findings and possible corrections;
- G. Reviewing and reporting on critical project metrics including schedule, system cost, functionality, project cost, scope and resource allocation; and
- H. Conducting a post implementation review on completed project phases.

#### **4. SYSTEM REQUIREMENTS**

While the State does not expect proposing vendors to meet every requirement identified in the RFP and Response to Systems Requirements (SRS), the expectation is that each vendor will identify those requirements they can meet and describe how they propose to meet them.

##### **4.1 VENDOR RESPONSE TO SYSTEM REQUIREMENTS**

Workforce processing is complex with many interdependent activities. Via workforce modernization, the State expects to enhance and improve program outcomes. Vendors are encouraged to explain the advantages of their particular proposed solution and how it satisfies and further enhances Nevada's ability to efficiently and effectively accomplish its required tasks and objectives.

Within ***RFP Section 4, System Requirements***, vendors must describe and explain their proposed workforce modernization solution, how it will accomplish the State's business needs and objectives and how it will satisfy the requirements presented throughout this RFP and in the SAWS System Requirement Specifications (SRS) (per separate attachment). (Note that additional project planning, project task and work approach descriptions that include system configuration, system integration and interfacing, data conversion, desk procedure development and orientation, system and user testing and training and system implementation are detailed in ***RFP Section 5, Scope of Work***).

Please be aware that if a process in the SAWS SRS appears to truncate at the end of a particular section or user domain, it is because it is being picked up in another user domain.

In addition, if the system is described as pausing or ending a function due to a business rule, field edit, or other of the checks and balances listed throughout the SAWS SRS, there may or may not be a process for resuming system operation. You may suggest a process or this may be determined later by the State and the awarded vendor.

Vendors are encouraged to review and be knowledgeable regarding the content herein and in the SAWS SRS before responding to questions.

#### 4.1.1 Gap Analysis and Refinement

The State recognizes and requires that additional fit gap-analysis and refinement of the requirements listed in this RFP and in the SAWS System Requirement Specifications is necessary and warranted to fully mesh with the advanced features and functionality of the successfully proposed solution. Therefore, in the process of requirements refinement, configuration, integration and implementation, an initial task will be to complete a detailed gap analysis of the requirements presented within the RFP to specific components within the successful vendor's solution.

Where applicable, vendors must include:

- 4.1.1.1 Working sessions, requirements elicitation, analysis and design, prototyping and other proposed methods and techniques to be used by the vendor to help refine the RFP and SAWS SRS requirements and identify additional efficiencies inherent within the vendor's solution.
- 4.1.1.2 How detailed functional differences and potential areas of adjustment between the requirements and the proposed SAWS solution will be identified.
- 4.1.1.3 The process to be employed by the vendor to assist the State in adjusting and refining the functionality contained within the requirements to benefit from the advanced features and functionality in the proposed solution.

Overall, the successful vendor must work closely with the State to specify how the captured RFP and SAWS SRS functionality will be implemented and/or enhanced to satisfy Nevada's workforce processing needs.

#### 4.1.2 Compliance with Policies, Regulations and Guidelines

Nevada's workforce operations are also based on and governed by the policies, regulations and guidelines referenced throughout this RFP and in the SAWS SRS. As part of the workforce modernization implementation, the successful vendor

will be required to understand and implement the specifications dictated by these rules, regulations and guidelines.

#### 4.1.3 How to Respond to Each Question

4.1.3.1 Vendors are required to respond to the stated questions and requirements found in the next sections and must place their written response(s) in bold/italics immediately following the applicable RFP question, statement and/or section. Responses should be clear and concise and should facilitate ease of response, review and evaluation.

4.1.3.2 For each of the primary business functionality modules listed, provide an overview (no more than three (3) pages) of the proposed module. Describe the proposed features and functionality that will enhance the user's ability to accurately and effectively perform the tasks described. If applicable, provide a diagram that outlines high-level components and data sources.

4.1.3.3 If you do not fulfill a particular functionality, enter "DO NOT PROVIDE" as the first line under the related item. If desired, you may include a brief explanation.

4.1.3.4 Vendor should also respond to each numbered requirement in the SRS in the Y/N/E column; "Y" to indicate that they can meet the requirement, "N" to indicate that they cannot and "E" to indicate an exception. Vendor must provide explanations for all numbered requirements with an "E".

#### 4.1.4 System Modifications

If your solution requires system modifications to meet a requirement:

4.1.4.1 CONF – Enter CONF at the beginning of your response to indicate that the requirement is satisfied through system configuration requiring little code development or system modification. For RFP response purposes, eight (8) hours or less of code development to satisfy the requirement is considered a configured item.

4.1.4.2 DEV – Enter DEV at the beginning of your response to indicate that the requirement is satisfied through more than eight (8) hours of code development or system modification. Next to DEV", enter an estimated number of hours required to fulfill the requirement. For example: DEV 15 hrs.

#### 4.1.5 Non-Disclosure / Confidentiality

By submitting their vendor RFP response, vendor and their associates agree that they will consider referenced artifacts and associated detailed information as

confidential and to be used solely for RFP response purposes and will safeguard such.

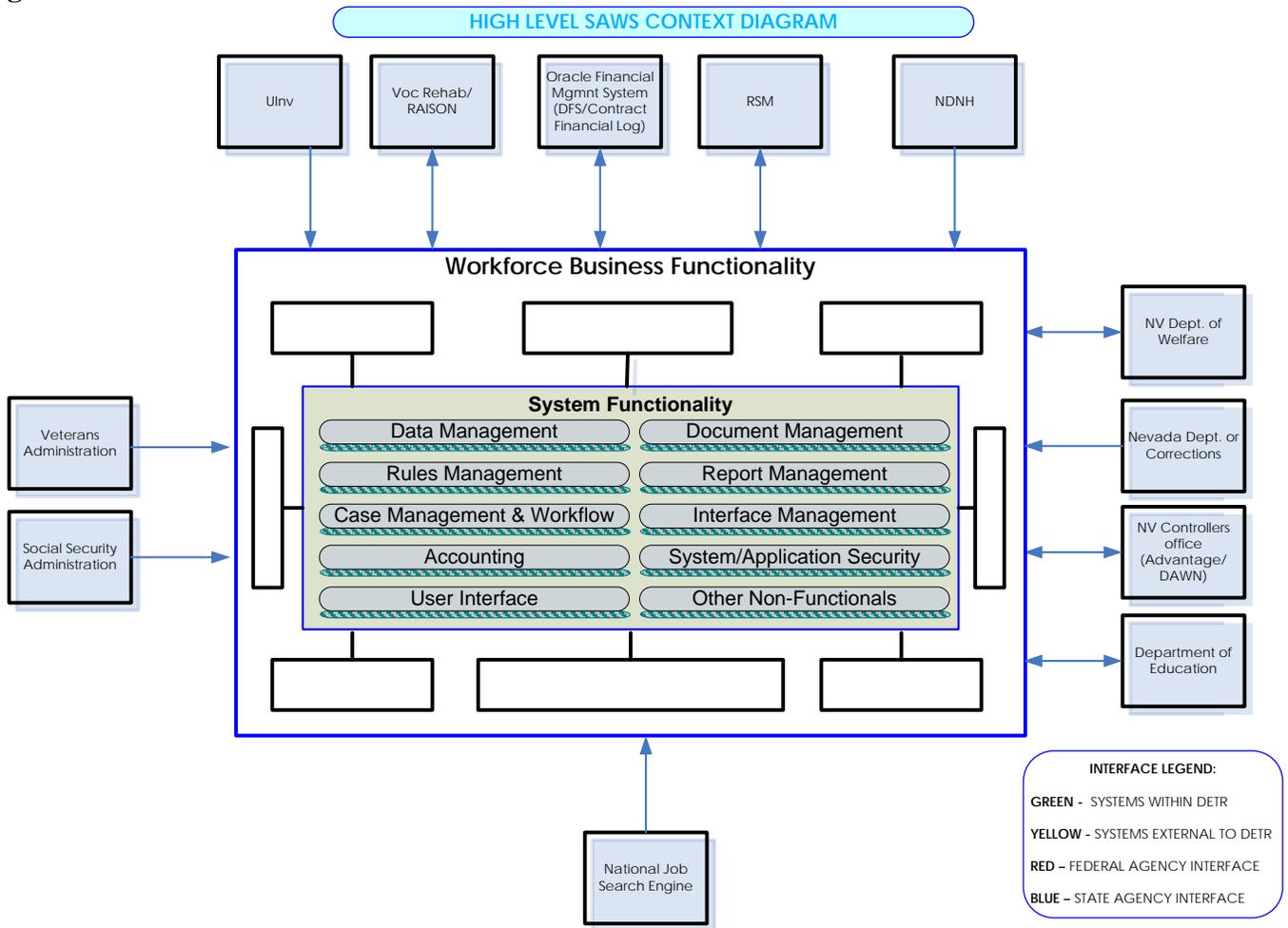
#### 4.1.6 Concept of Operations

4.1.6.1 In its simplest form, Nevada's NJCOS implementation is a set of State and Federal workforce processing rules and agency procedures implemented to assist Nevada's staff, Employers, Jobseekers and Service Providers in providing workforce services. In practice, workforce processing is complex with many interdependent activities. Via the SAWS program, the State expects to enhance and improve workforce transaction processing and program outcomes by implementing newer more efficient automated tools and updated procedures. These modernized tools and procedures must easily adapt to future statutory and regulatory change as well as customer, partner, economic and technological adjustments.

4.1.6.2 Based on previously completed analysis, the State prepared a high-level conceptual model of Nevada's workforce processing requirements and functionality. The graphic presented in **Figure 4.1.6.3** below represents core business and technology functions conceptualized and grouped together to meet the business processing and technology needs previously captured. The high-level conceptual model is used throughout the RFP to describe workforce functionality required by the State. In their response, vendors are expected to describe how their proposed solution aligns with the functionality presented in the conceptual model and how individual areas of workforce functionality are to be implemented.

4.1.6.3 The conceptual model includes three (3) layers of functionality (starting from the inside and moving outward) comprising: 1) Common System Functionality; 2) Core workforce Business Functionality including Jobseeker, Training Provider, Vocational Rehab, Reporting, Self-Service, WIB, Employer, Workforce administrative processing, and Financial Management; and 3) Internal and External System Interfaces (see "Interface Legend," below). Each of the three (3) layers is further described in subsequent subsections within this section.

**Figure 4.1.6.3**



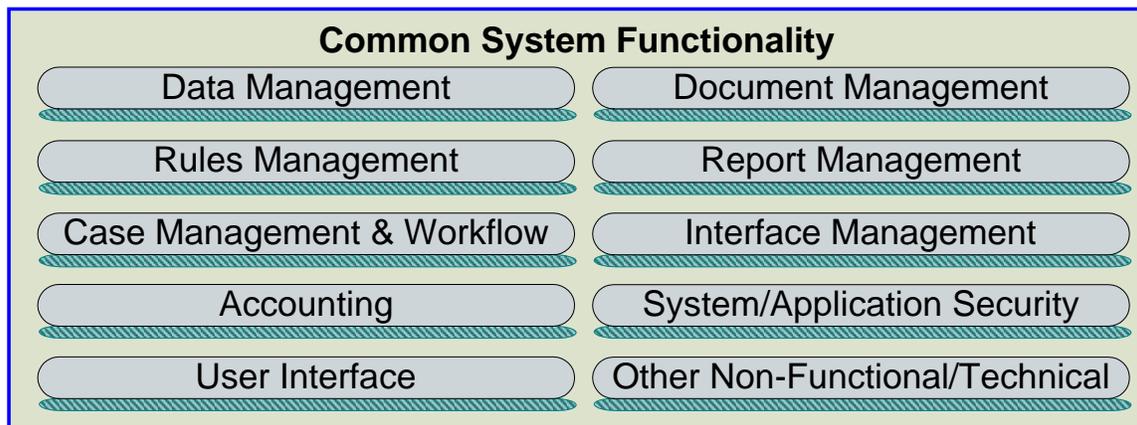
4.1.7 In the following RFP sections, vendors must describe how their proposed solution and project approach accommodates and satisfies the State’s conceptual processing model and related business and RFP requirements.

Vendors must place their written response(s) in bold/italics immediately following the applicable RFP bulleted question, statement and/or section. Responses should be clear and concise and facilitate ease of response, review and evaluation.

4.1.8 Integrated System Functionality

At the center of Nevada’s workforce modernization conceptual model is a set of common system functionality that provides a foundation for all workforce processing. Each of the higher-level workforce business processes such as Jobseeker, Provider, WIB, Financial Management, Reporting and etc., draw on this set of basic functionality to handle common processing activities. Within the conceptual model and related requirements, the State identified common functionality for satisfying its processing needs. Each grey box in **Figure 4.1.8.1** below lists an area of common functionality used throughout workforce modernization.

Figure 4.1.8.1



It is important for the State to avoid solutions with a large number of complex third (3rd) party products that cannot be successfully implemented or supported. Since a cost-effective, successful modernization implementation is one of the State’s ultimate goals, implementation of common functionality must be based on products and components that work well together and are proven in other implementations.

The State is eager to implement a workforce solution with common components that work well together and avoid extensive manual integration and intervention. Integration is an overriding modernization goal but should also be balanced with other important business objectives, including transaction integrity and system maintainability.

The successful vendor will have a well-balanced solution and common product set that does not overly complicate; provides for efficient operations and minimizes total cost of ownership. Vendors are encouraged to offer software and related hardware products that accomplish the State’s common functionality objectives and align with the proposed solution’s strengths.

In their response to the RFP questions/statements below, vendors must describe how their proposed solution aligns and physically implements the common integrated functionality presented in the conceptual workforce model. Where appropriate, vendors are encouraged to describe how their proposed solution provides added value to the concepts presented in **Figure 4.1.6.2** and in the subsections that follow.

NOTE: The order of RFP presentation does not necessarily imply levels of importance; rather, each common function is equally important to Nevada’s workforce modernization objective.

#### 4.1.9 Data Management

The State requires that its workforce data be protected, secured, properly validated and easily accessible when authorized. The proposed solution must

include a robust and structured approach for storing, processing and managing workforce and related program data across processing life cycles. Referring to the requirements identified in the SAWS SRS and elsewhere in the RFP describe the proposed system's data management capabilities and design. In addition to other pertinent content, vendors must describe the following for their proposed solution:

- 4.1.9.1 Data architecture and governance processes used to ensure data accuracy, integrity, flexibility and security;
- 4.1.9.2 Data and system backup and recovery capability used in the event of a natural or man-made disaster;
- 4.1.9.3 Data security and access control levels;
- 4.1.9.4 The capability for encrypting and securing data in the data repository;
- 4.1.9.5 Data integrity features and the elimination of corrupt or incomplete data occurring when a transaction fails to successfully complete;
- 4.1.9.6 Data management features and functions that ensure high levels of system availability, performance and quick response times for data transactions;
- 4.1.9.7 Data audit trail features including the capture and maintenance of historical data;
- 4.1.9.8 How data, both current/live and historical/archived, will be retrievable as if the data were centrally stored. Does the proposed solution provide physical and/or logical data archiving for historical data?
- 4.1.9.9 Data repository optimization for transaction processing; is there additional optimization or other strategies for analytical processing?
- 4.1.9.10 Data warehousing and/or data mart capability;
- 4.1.9.11 Generally describe how proposed data identifiers or key structures are used for information retrieval and processing and the flexibility to add more identifiers, including legacy keys from converted legacy data;
- 4.1.9.12 Mailing and location address management features and functions; and
- 4.1.9.13 Address validation and standardization products and tools to be used for system-wide address processing.

#### 4.1.10 Rules Management

Maintaining business policy and business rule information within the State's legacy workforce application is problematic. Workforce processing requires numerous variable rates, values, and complex data look-ups for data validation and process logic. Much of this legacy information is redundantly "hard-wired" in application code and often requires significant technical resources to modify and maintain. The State is seeking a solution that facilitates business policy and rule maintenance. Referring to the requirements identified in **Section 05.28, Checks and Balances** and sub requirements of the SAWS SRS, and elsewhere in the RFP, describe the proposed solution's business policy and business rule management capabilities and design. In addition to other pertinent content, vendors must describe the following for their proposed solution:

- 4.1.10.1 How data validation and verification occurs within the proposed solution.
- 4.1.10.2 What percentage of the solution's processing rules and business policies are contained within valid-value lookup and other table-driven mechanisms.
- 4.1.10.3 How the proposed solution's rules and valid-value tables are maintained and configured.
  - A. What role does the end-user versus the programmer/technician play in maintaining system and data code values?
  - B. What percentage of the solution's processing, regulatory and other business rules are end-user configurable?
- 4.1.10.4 Explain when the proposed solution's processing rules and other regulatory and business parameters are hard-coded or hard-wired within application logic and how the embedded rules are documented and maintained.
- 4.1.10.5 If a rules management engine is proposed:
  - A. Describe the advantages of the proposed product, its overall features and functions and the ability to maintain rule content.
  - B. Describe rule engine performance and the ability of the proposed solution to complete workforce transactions in a timely and responsive manner.
  - C. Describe the rule engine's capability to adhere to standards including those that promote portability.
  - D. Describe how the rule engine integrates with the overall proposed solution. Is the rule engine used for the other user domains as well as the workforce staff?

- E. Describe how it is determined which rules are implemented in the rule engine versus in another technique or technology.
- F. What percent of the proposed solution's processing rules and business policies will be contained within the proposed rule engine?
- G. Describe the vendor's knowledge, experience and expertise in successfully implementing the proposed rule engine.

#### 4.1.11 Case Management and Workflow

When processing workforce business transactions, there is a need to track and resolve multiple processing issues and complete specific tasks. Certain types of business issues require appropriate oversight to ensure that correct information is obtained from interested parties and that issue resolution is moving forward in a timely manner. Other day-to-day tasks are complex and require automation to help track task progress and ensure that required steps are completed timely and accurately. In the current legacy application, automated case information and processing is limited, includes little or no application integration and in some cases, is external to the implementation.

Acknowledging that there are many potential alternatives and methods for implementing case management functionality within workforce modernization, the State's primary case management intent is to balance the ability to collect and automate case information while avoiding over complexity.

The State is seeking case management functionality that provides end-users with the ability to easily create, access, process and manage case information as it relates to workforce activities. Nevada uses multiple case types to coordinate and manage business issues. Collected case information includes, but is not limited to: dates, notes, issues, resolutions, responses, demographics, addresses, contacts, agents, documents and images. Additionally, cases are created and processed based on automated and manual events and triggers. Cases are typically subject to timings, escalations, flows and caseloads.

In addition to case management, Nevada is seeking simple workflow capability. Nevada's workflow requirements focus on processes that are vital to performance. The State is seeking to implement workflow functionality for certain time-sensitive and cross-functional processes. These processes have stringent timing or performance measurement requirements and may cut across functional business boundaries. Workflow functionality must facilitate, not hinder business activity and must provide a means for moving work along and notifying appropriate parties of tasks to be performed. The State acknowledges that there are many potential alternatives for implementing workflow within modernization. The State's overall workflow objective is to better manage and improve specific business processes while avoiding overly complicated workflow automation.

Referring to the requirements identified in “**Section 4, Workforce Staff**” of the SAWS SRS and elsewhere in the RFP, describe the proposed solution’s case management and workflow capabilities and design. In addition to other pertinent content, vendors must describe the following for their proposed solution:

- 4.1.11.1 Case management features and functions used to assign cases and manage, monitor and report case load information. Describe how jobseeker and employer account issues are monitored and managed.
- 4.1.11.2 Explain how a new case type is defined and maintained within the case management component.
- 4.1.11.3 Is there a limit to the number of instances for any one case type or for all case instances?
- 4.1.11.4 Explain how case notes and other information are captured and maintained in the case including attached documents.
- 4.1.11.5 Explain how requests for additional information to jobseekers, employers and others is facilitated and documented within the case.
- 4.1.11.6 If a case management engine is proposed:
  - A. Describe the advantages of this approach;
  - B. Describe the overall case engine features and functions;
  - C. Describe how case management functionality remains simplistic and easy-to-maintain;
  - D. Explain how case types are added and maintained;
  - E. Describe case engine performance and the ability of the proposed solution to complete transactions in a timely and responsive manner;
  - F. Describe how the case engine integrates with the rest of the solution including the workflow component; and
  - G. Describe the vendor’s knowledge, experience and expertise in successfully implementing the proposed case engine.
- 4.1.11.7 Describe proposed workflow features and functions.
- 4.1.11.8 Describe how workflow queues are established and worked.

#### 4.1.12 Accounting

Nevada’s workforce system must accurately and timely process outbound payments and account for related business transactions. Referring to the requirements of “**Section 6, Financial Management**” in the SAWS SRS and

elsewhere in the RFP, describe the proposed solution's accounting capabilities and design. In addition to other pertinent content, vendors must describe the following for their proposed solution:

- 4.1.12.1      Functionality available to accurately reverse accounting transactions entered in error or incorrectly applied to a wrong account. Indicate if the correcting entry is retained in the system for future reference;
- 4.1.12.2      Features and functions available to review, reconcile and balance accounts;
- 4.1.12.3      Payment processing and the ability to suspend or stop payments based on case activity;
- 4.1.12.4      Audit trail information capture and usage;
- 4.1.12.5      The accounting solution's capability for tracking transactions at a DETR budget account code level as well as a program funding level; and
- 4.1.12.6      Reporting capabilities for reviewing and reconciling account balances and trial balances.

#### 4.1.13 User Interface

The user interface within the business functionality is an essential component providing both internal and external users the ability to seamlessly and easily interact with the system. Nevada requires a user interface that is primarily browser based and prefers a solution that offers a seamless, integrated look-and-feel across all system functionality. The interface must be simple, clear, easy-to-use and flexible. It must allow ready interpretation of required information and provide error and warning messages with resulting action(s) where appropriate. The user interface components should use quality designed controls and features.

Describe the proposed solution's common user-interface design and features. In the questions below, the vendor may provide sample screen shots; however, screen shots embedded in the response should be kept to a minimum (i.e., one or two). Note that the vendor may include additional sample screen shots and other documentation that demonstrates the user interface in submitted supporting materials. In addition to other pertinent content, vendors must describe the following for their proposed solution:

- 4.1.13.1      The solution's internal and external user interface features, navigation and related functionality, as well as the general look and feel;

- 4.1.13.2 Intuitive features and other graphical controls that facilitate end-user and constituent usage;
- 4.1.13.3 How pervasive the common user interface is across different components. For example, is the user interface for self-service components the same or similar for internal users?
- 4.1.13.4 User-interface features that facilitate or accommodate rapid-data-entry and other short-cut/fast path access for experienced users;
- 4.1.13.5 Compliance with the Americans with Disabilities Act (ADA) and the ability to interact with language translations sites;
- 4.1.13.6 What influence the State will have in configuring and adjusting both the internal and external user interface look and feel. Describe how the vendor will verify user interface usability and efficiency with the State;
- 4.1.13.7 How help, procedural and other informational content such as system availability, is posted and maintained for end-user consumption;
- 4.1.13.8 How different user security roles/profiles and related functionality will affect or restrict what is presented to the user; and
- 4.1.13.9 What operating systems, applications and/or browser versions are required to operate the user interface?

#### 4.1.14 Document Management

Producing, accessing and managing document content is a large element of workforce processing. Documents must be stored and processed within the workforce system. The State is seeking a solution that facilitates inbound and outbound content management. Content is associated with workforce cases and workforce objects such as resumes and employer accounts. When processing case data, users must be able to access documents and artifacts related to the case. This access must occur without requiring the user to exit their current context and log on to another application. These documents may include letters, forms, affidavits, certificates and other items. Seamless access to relevant case documents will improve processing times and reduce manual effort.

In addition to selecting and seamlessly producing production outbound documents, the State requires the ability to create related correspondence and form templates. The vendor's solution must include capability to design and create document templates, connect templates to associated business functions and provide a means for users to generate and data populate templates for specific business transactions.

Once generated, outbound documents, along with inbound documents, must be properly associated with workforce objects and stored for future reference.

Referring to the requirements identified in the SAWS SRS and elsewhere in the RFP, describe the proposed solution's document and content management features. In addition to other pertinent content, vendors must describe the following for their proposed solution:

#### 4.1.14.1 Correspondence and Form Management

Workforce business processes require the production and ongoing management of outbound correspondence and forms. Using features and functions via the proposed system, Nevada users will have the capability to create, populate, print, reprint and manage outbound artifacts. A correspondence and form production capability must be provided across all workforce business processes.

- A. Describe the tools or products proposed to author, design and test templates for correspondence, forms and other document types.
- B. Describe the repository and management features for controlling and using templates. Describe how standard text blocks are reused within multiple templates. What role do end-users play in authoring and managing templates and standard text blocks?
- C. Describe the method(s) used to populate data into a template when required by the user or system. Describe how data sources are identified and used. Include a description of how XML and/or SOA are used in the process.
  1. Describe how the correspondence and form generation feature is integrated with workforce functionality. Describe the method(s) used to connect templates to workforce functions.
  2. Describe proposed features and functions that allow correspondence and forms to be triggered and produced programmatically without additional human intervention.
  3. Describe features that allow correspondence and forms to be suspended for subsequent retrieval and completion.
  4. Describe features that allow correspondence and form content to be edited and updated by the operator with standard and/or Ad Hoc text blocks.
  5. Describe the capability for placing unique identifiers and other items such as bar code information on turnaround documents for ease of processing and indexing.

6. Is the form and correspondence generation process capable of producing both in a high-volume batch mode as well as a single item mode?
7. Describe capability for reprinting originals and reissuing correspondence with latest information from the database.
8. What delivery channels are supported for communicating correspondence and forms?

#### 4.1.14.2 Document and Content Management

Automated document capture and routing for business processing purposes is a proven function within DETR. DETR recognizes the value of electronically storing, retrieving and routing pertinent images and artifacts for just-in-time access and usage.

The State requires that inbound and outbound document access and management capability be fully integrated within the proposed solution. For example, current document access functionality is not seamlessly integrated. To access electronic documents an end-user must log onto a separate application. A more seamless interface between functions and artifacts is required. The State requires a solution that enables documents to be viewed by selecting or clicking through to an item from within an end-user's current application context.

#### 4.1.15 Report Management

Nevada's workforce reporting requirements are significant. Hundreds of reports are produced and used by the system annually. In addition to providing integrated product(s) to design, create, schedule, populate, distribute and manage reports and report output, the vendor should provide and produce the reports identified within **Section 8, Reporting** of the SAWS SRS. Nevada is seeking a robust report management solution that provides for efficient report development, report administration and electronic report distribution. The solution must include the ability to archive and order reports for subsequent retrieval and review.

During the course of the project, the successful vendor will be required to work closely with the State to design and implement the report management function and complete the reports referenced in **Section 8, Reporting** of the SAWS SRS.

Nevada requires Federal, State, managerial and other reports to properly comply with regulations and produce performance, statistical and other information. Much of the success related to modernization will focus on the State's ability to efficiently produce and electronically distribute reporting information to appropriate parties and business partners. Referring to the requirements identified in the SAWS SRS and elsewhere in the RFP, describe the proposed

solution's report design, distribution and management functionality. In addition to other pertinent content include a description for the following:

- 4.1.15.1 Describe the integrated toolset and proposed solution for designing, developing, scheduling, monitoring and managing reports and report output.
- 4.1.15.2 Describe how reports are electronically distributed, accessed and archived and:
  - A. How the proposed reporting solution reduces reliance on paper reports;
  - B. How a report or a portion of the report may be printed on paper when necessary;
  - C. How online and archived reports are secured for authorized access; and
  - D. Describe the user interface used to access and view report information.
- 4.1.15.3 Describe the method(s) used to populate data into reports when required by the user or system. If applicable, include a description of how XML is used in the process.
- 4.1.15.4 Describe other report design and parameter driven capabilities proposed. Are design standards such as unique identifiers, headings, titles, dates, requesting user IDs, page counts, summaries, totals, groupings and parameters used on reports?
- 4.1.15.5 Indicate if data warehouse or data mart technology is proposed for reporting purposes. Describe what portion of reports will be generated from the production transactional/operational database versus from a data warehouse or data mart.
- 4.1.15.6 Describe proposed Ad Hoc reporting capabilities and tools.
- 4.1.15.7 Describe how the vendor's solution handles Federal ETA reporting and how Federal ETA reports are maintained.
- 4.1.15.8 Describe the project approach for working with end-users to design and complete required reports.
- 4.1.15.9 Describe how pervasively the reporting component is integrated with the overall workforce solution.
- 4.1.15.10 Describe what features and capabilities are included within the core online application to help reduce the need for additional external reporting. For example, what type of data querying, listing, sorting,

filtering and saving capability is available online for the end-user to reduce the need for additional reports?

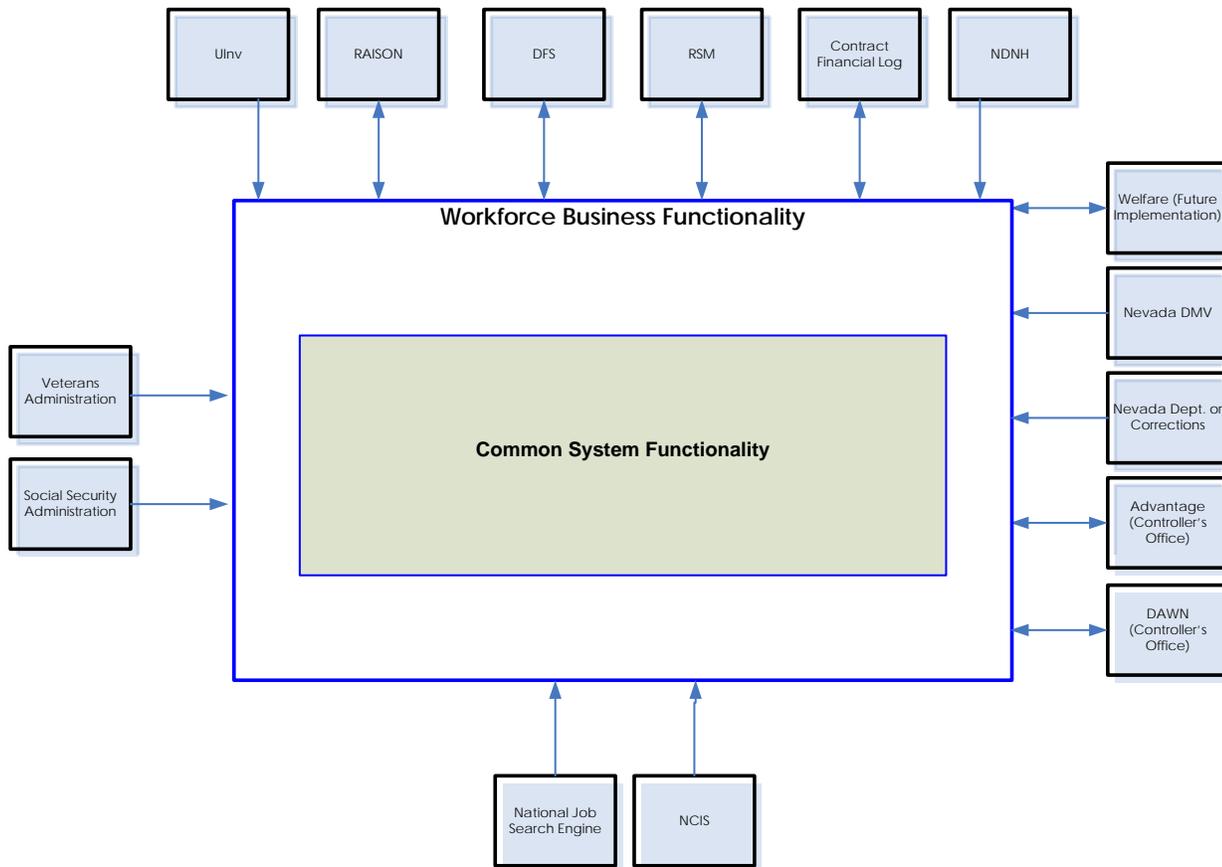
#### 4.1.16 Interface Management

As presented and described in *RFP Section 4.1.6, Concept of Operations*, workforce interfaces represent the third layer in Nevada's workforce modernization conceptual model. Nevada workforce processing requires system interfaces to a variety of Federal, State, customer, business partner and internal applications. Each interface has unique requirements, schedules and processing rules, includes either single or bi-directional data flow and may include multiple record formats and data feeds.

Within the current legacy environment, workforce interfaces are custom created and developed and often require manual effort and processes for controlling and managing results. The State is seeking an improved interface solution that leverages tools for designing, developing and testing interfaces as well as an environment for monitoring and managing interface production operations.

*Figure 4.1.16* below visually identifies and depicts the primary interfaces to be implemented by the vendor during the workforce modernization project. The vendor will be required to work closely with the State to fully analyze, design, test and implement the various data feeds and record formats required by each interface.

**Figure 4.1.16**



The State is expecting to consolidate and improve system interfacing by reducing the custom “hardwired and one-off” design approach to a more “declarative” design approach. A declarative interface design environment would allow the State to define “what” an interface ought to do versus “how,” and allow the interface environment and tools to facilitate interface implementation. Additionally, the modernized interface environment should facilitate how the State centrally monitors and manages interface operations and results.

Referring to the requirements identified in “**Section 7, Interfaces**” of the SAWS SRS and elsewhere in the RFP, describe the proposed solution’s interface development and operations environment. Describe how the vendor’s solution enhances the State’s ability to quickly and easily create and adjust interface parameters and designs as well as manage interface results and operations. In addition to other pertinent content, vendors must describe the following for their proposed solution:

- 4.1.16.1 The overall proposed interface design and development environment and implementation process;
- 4.1.16.2 The proposed solution's ability to process high-volume, high-performance batch interfaces as well as single transaction type interfaces;
- 4.1.16.3 The overall interface operations environment and the ability to monitor and track interface results;
- 4.1.16.4 Describe how the proposed solution facilitates scheduling, monitoring and management of interface operations and interface run results;
- 4.1.16.5 How the interfaces are documented to facilitate subsequent change and modification;
- 4.1.16.6 Describe the general process for adding a new external system interface to the mix;
- 4.1.16.7 If appropriate, describe the proposed solution's declarative ability to design, store and manage data transformation and data load rules and criteria used in the interfaces;
- 4.1.16.8 Describe the roles, if any, that Business Process Execution Language (BPEL) and Service Oriented Architecture (SOA) play in facilitating interface design and/or operations; and
- 4.1.16.9 Describe how the vendor will work with the State to implement the interfaces.
- 4.1.16.10 The vendor must acknowledge that they have reviewed the content and information contained within "**Section 7, Interfaces**" section of the SAWS SRS and elsewhere in the RFP, and will address and include the stated functionality within their proposed modernization implementation for the State of Nevada.

#### 4.1.17 System/Application Security

Securing applications and safeguarding sensitive information are essential requirements of modernization. The solution must provide a means for establishing end-user security roles based on functional responsibility and allow flexible access to information when authorized. Through planned/designed access points, the solution must allow external users such as jobseekers and employers (as well as other business partners) to access content when properly authorized. Sensitive information processed through the web and other external communications must be safeguarded and protected. Additionally, the proposed solution must adhere to Federal and State data security policy and rules.

Referring to the security requirements identified primarily in **Subsection 05.17, Security Requirements** and sub requirements of the SAWS SRS and elsewhere in

the RFP, describe the proposed solution's security features and capabilities. In addition to other pertinent content, vendors must include a description for the following:

- 4.1.17.1 Describe proposed general application security capability and features.
- 4.1.17.2 Explain how security roles are used to define application access and what capability exists for copying, modifying and managing roles and assigned users or groups.
- 4.1.17.3 Describe how and when audit trail information is captured and what features are available to facilitate monitoring, reviewing and reporting. Explain the system's ability to perform well even when audit trail information is being captured.
- 4.1.17.4 Describe in general how the solution handles the need for supervisory/managerial review and approval for designated business transactions performed or completed by line operators. For example, if a refund threshold is triggered by a line operator, how does the solution handle supervisory approval of the refund?
- 4.1.17.5 Describe how the proposed solution integrates with LDAP directory service, allowing for the provisioning and synchronizing of identities for centralized identity management.
- 4.1.17.6 If the proposed solution utilizes web services, describe the authentication and authorization mechanisms used to secure such services.
- 4.1.17.7 Describe when and where proposed data encryption of information occurs. For example, are both stored and transmitted data encrypted?
- 4.1.17.8 Describe proposed techniques for managing and monitoring information and application access.

#### 4.1.18 Other Non-Functional/Technical Requirements

In addition to the common integrated system functionality described in **RFP Sections 4.1.11 through Section 4.1.19**, the State identified other technical and non-functional system requirements that must be met by the vendor. The vendor's proposed solution must provide a technical architecture and environment that is secured, performs well, is maintainable and reliable and is recoverable, should a man-made or natural system disaster occur.

Referring to **Section 5.0, Administrative** requirements in the SAWS SRS and elsewhere in the RFP, describe how the proposed solution's technical features, functions, architectures, hardware and software components support and satisfy the overall stated SAWS functional and non-functional requirements. In addition to other pertinent content, vendors must respond to the following:

#### 4.1.18.1 System Software

The vendor must include within their cost proposal all required system operations, database, security and virtualization software, functional and interface software and all other third party and vendor software products required to properly design, develop, test, train, implement, interface, maintain, tune and operate the proposed solution and fully satisfy the State's requirements.

- A. Software releases and versions must be the most current required to correctly and properly operate the vendor's proposed solution.
  - 1. The State reserves the right to purchase third (3rd) party software through the vendor as part of the RFP and/or through other available resources approved by the State.
- B. If the vendor's proposed solution requires desktop and/or other peripheral related software not already described in the State's current configurations, they should refer to **RFP Section 3, Background** and include the additional costs in their cost proposal (**Attachment J, Project Costs**) for all necessary desktop and peripheral software required to properly operate the proposed solution.
  - 1. Up to 500 end-users may require new or upgraded software depending on the proposed solution's operational needs.
- C. If the application software is not public domain, a licensing strategy must be described to support the pre-production environment. Within the licensing strategy, describe how the State will defer paying for licenses until they are required and/or in full use.
- D. Any other software used within the system for which the State would need to obtain licenses, must be defined by the vendor. While the State requires each vendor to include their costs for all third party software and associated licenses in **Attachment J, Project Costs**, the State, at its sole option, reserves the right to procure any or all of the software and associated licenses from another source.
- E. Vendors must indicate what software products and version levels are currently supported and required for the proposed system. The vendor must state and ensure that the proposed system and system configuration and solution do not require hardware, operating system or other components that are no longer licensed and/or supported.

#### 4.1.18.2 System Hardware

The vendor must include within their cost proposal all server, data storage, virtualization, cables, cards, connectors and other hosting, imaging and server related equipment necessary to fully satisfy the State's RFP requirements and properly operate the vendor's proposed solution. This includes equipment necessary for proof-of-concept, development, test, user acceptance, training and final SAWS production processing environments (refer to **RFP Section 5, Scope of Work** for additional information).

- A. Equipment proposed by the vendor must be all new mainstream computing equipment offered by leading computing equipment manufacturers.
  - 1. The State reserves the right to purchase equipment through the vendor as part of the RFP and/or through other available resources approved by the State.
- B. If the vendor's proposed solution requires PC and/or printer equipment of higher performance, capacity and/or technical capability than the State's current configurations described in **RFP Section 3, Background**, then the vendor must propose necessary PC, printer and related network connectivity equipment as well as related costs required to properly operate the proposed solution.
  - 1. Up to 500 end-users may require new or upgraded equipment depending on the proposed solution's operational needs.

#### 4.1.18.3 Development, Testing and Training Environments

The State envisions using pre-production environments to facilitate design, development, test, conversion, user acceptance and training project tasks. Each environment, either physical or virtual, must use mainstream industry-standard hardware, software and relational database management products. Security and network communication protocols must be compatible with existing State LAN and WAN specifications.

While the State requires each vendor to include their costs for all base components and third party equipment in **Attachment J, Project Costs**, the State, at its sole option, reserves the right to procure any or all of the required components and equipment from another source, based upon specifications provided by the successful vendor.

Within **Attachment J, Project Costs**, vendors must provide a comprehensive equipment list including equipment make, model and primary configuration.

#### 4.1.18.4 System Architecture

- A. Vendors must describe the system architecture degree of "openness" and adherence to industry standard hardware, software, security and communications protocols.
- B. Where appropriate, vendors should indicate compatibility with the State's existing infrastructure.
- C. Vendors must describe how components of the proposed architecture will remain current and supported to avoid becoming obsolete.
- D. Vendors must provide an overview of how major hardware and software components are layered and used within the architecture.
- E. Vendors must identify and describe the primary underlying coding language(s), integrated development environment (IDE) and component server environment (e.g., Java, .NET, J2EE, C#, Eclipse, ORACLE Application Express, Visual Studio, etc.) used to produce tailored or customized components of the proposed solution.

#### 4.1.18.5 Disaster Recovery and System Integrity Architecture

The vendor must describe how their solution ensures system integrity and recovery. Include information regarding fault tolerance capability, if any; backup schedules and approach, data and system recovery, offsite or alternate site requirements in case of disaster and other system continuity information.

#### 4.1.18.6 System Performance, Capacity and Scalability

The proposed solution must be capable of processing and storing millions of workforce business transactions annually and responding per the State's system response requirements. The proposed system must provide necessary capacity to store and process the State's current and historical workforce information and be capable of scaling in size and performance when needed to handle periods of high unemployment and high processing levels.

- A. Describe system performance features of the proposed solution such as data caching and load balancing.

- B. A sub-second end-user response time, excluding WAN and LAN network latency, is required when accessing a single workforce object such as an employer account, payment, jobseeker record, etc. Explain how the proposed solution achieves this requirement.
  - 1. An average response time of less than two (2) seconds is required for each internal non-public page/business transaction to be submitted, processed and returned back to the user while the system is under peak loads.
  - 2. An average response time of less than three (3) seconds is required for each outward facing public page/business transaction to be submitted, processed and returned back to the user while the system is under peak loads.
- C. Nevada's workforce processing volumes and metrics have grown approximately 5% per year for the past several years. The vendor's proposed solution must be capable of processing current workforce metrics (refer to **RFP Section 3, Background**) plus 20%, as well as an expected 5% increase each year for five (5) years. Describe how the proposed solution satisfies the State's capacity requirements.
- D. During periods of high unemployment, workforce processing metrics can more than double within a few weeks and continue high for a period of months. Describe how the proposed solution is able to scale up to meet such a demand.

#### 4.1.18.7 System Availability, Reliability and Maintainability

Nevada's workforce operations are essentially a 24/7 process. For example, users such as employers and jobseekers are able to access their accounts online using web applications around the clock. Also, Nevada's workforce operations are sensitive to system downtime, especially when downtime results in lost productivity. The new workforce solution must be accurate and reliable.

Another primary objective of workforce modernization is to ensure that workforce system components are easily modified and maintained, particularly when business rule changes occur.

- A. The proposed solution must provide high levels of system availability. Describe how the proposed solution achieves or approaches a 24/7 operational requirement.
- B. Explain when and why the vendor's proposed SAWS operation must stop or be suspended under normal circumstances, such as for periodic system maintenance and/or for batch workforce

processing. Explain what additional features or designs allow the proposed solution to have high system availability.

- C. The proposed solution must reliably produce accurate, timely and consistent results when processing and reporting Nevada's workforce information and business transactions. Describe how the vendor's solution achieves these requirements.
- D. Describe features and designs of the proposed solution that ensure component maintainability and ease of modification.

#### 4.1.18.8 Development, Test and Training Support Toolset

If applicable, the vendor shall provide the necessary tools to develop, document, test, train, support, tune, manage, interface, implement and operate the SAWS project and proposed solution.

- A. Copies of the proposed solution's system development/programmer workbench and maintenance toolset must be provided to the State.
- B. The vendor shall provide ten (10) complete sets of product copies and necessary software licenses of the proposed solution's system development and maintenance toolset. The copies will be used by the State to establish ongoing system support and maintenance capability and provide a platform for transfer of system development and maintenance knowledge from the vendor to assigned State technical personnel.

#### 4.1.18.9 Security Architecture

Vendors must describe how their system ensures security for both Intranet and Internet transaction processing and application access. Include recommended maintenance and upgrade strategies.

#### 4.1.18.10 Personal Identification Security

System must meet State security standards for transmission of personal information as outlined in NRS 205.4742 and NRS 603A.040.

#### 4.1.18.11 Statewide System Security Requirements

All information technology services and systems developed or acquired by Nevada State agencies shall have documented security specifications that include an analysis of security risks and recommended controls (including access control systems and contingency plans).

- A. Security requirements shall be developed at the same time system planners define the requirements of the system. Requirements must permit updating security requirements as new threats/vulnerabilities are identified and/or new technologies implemented.
- B. Security requirements and evaluation/test procedures shall be included in all solicitation documents and/or acquisition specifications.
- C. Security considerations must be included in each phase of system development.
- D. Systems developed by either internal State or contracted system developers shall not include back doors or other code that would cause or allow unauthorized access or manipulation of code or data.
- E. Security specifications shall be developed by the system developer for approval by the agency owning the system at appropriate points of the system development or acquisition cycle.
- F. All approved information technology services and systems must address the security implications of any changes made to a particular service or system.
- G. The responsible agencies must authorize all changes.
- H. Application systems and information that become obsolete and no longer used must be disposed of by appropriate procedures. The application and associated information must be preserved, discarded or destroyed in accordance with Electronic Record and Record Management requirements defined in NRS and NAC 239, Records Management.

## **4.2 BUSINESS FUNCTIONALITY: INTRODUCTION**

Continuing with the State's workforce modernization conceptual model introduced in ***RFP Section 4.6.1, Concept of Operations***, the following RFP sections describe specific business functionality that must be provided within the vendor's response to the State. As shown below in ***Figure 4.2***, there are ten (10) primary workforce business topics to be addressed. These include:

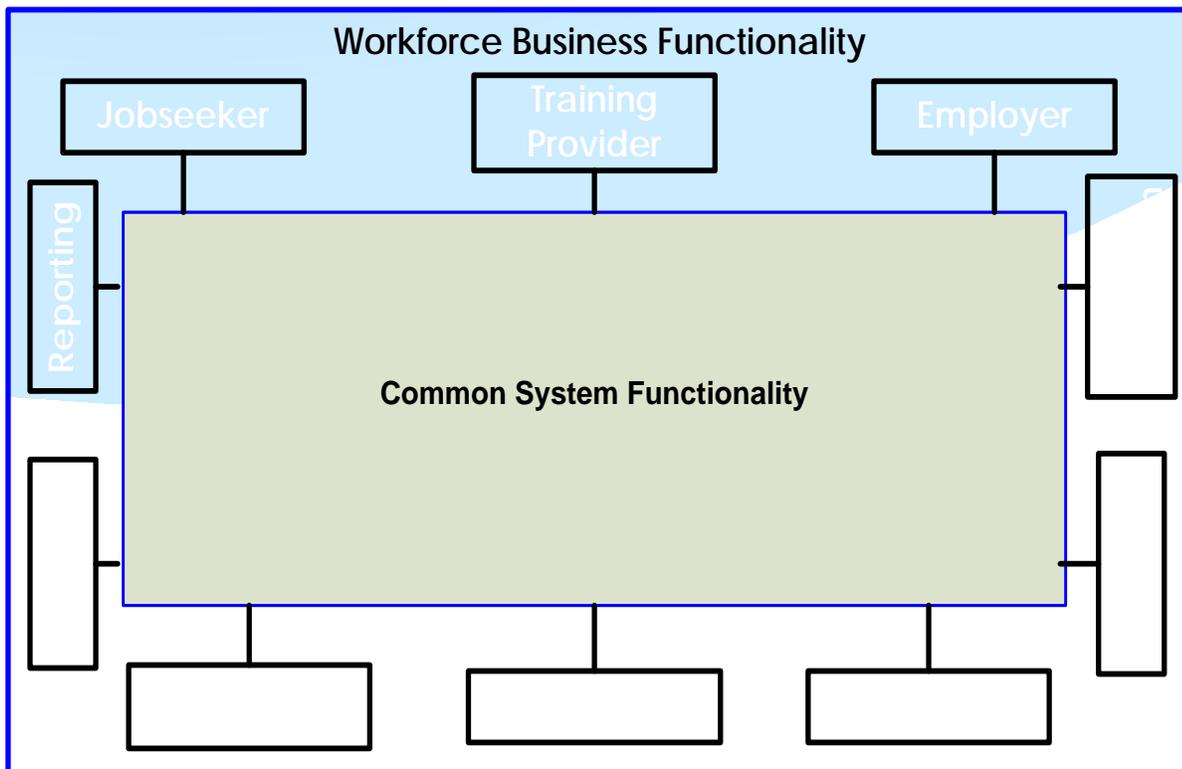
- 4.2.1 Jobseeker Self-Service – self-service functionality for creating jobseeker profiles and resumes, searching and applying for jobs, having access to career planning resources, job fairs and other information and resources and communicating with employers and workforce staff.

- 4.2.2 Training Provider – self-service functionality for submitting trainer eligibility applications, submitting programs and courses, and recertifying programs and courses.
- 4.2.3 Employer Self-Service – self-service functionality for matching job requirements to jobseekers and selecting viable candidates; reviewing resumes; communicating with jobseekers and workforce staff and reporting new hires.
- 4.2.4 Workforce Staff – core functionality for registering new jobseekers, scheduling events and reminders, creating employment plans, matching jobseekers to training and other services, processing purchase authorizations, managing cases, assisting employers, recording and reporting on workforce activities, services and transactions, complying with state and federal policies and deadlines, etc.
- 4.2.5 Administrative (IT) - managing and overseeing system implementation, testing, training and support, system hardware and software configurations, interfaces and data conversions; ensuring that system, RFP and SLA functional and non-functional requirements are met; that security and other state and federal guidelines and requirements are met; that system modifications, updates and training keep pace with workforce changes; that checks and balances are in place, where necessary or advised; that system redundancy, system restore and disaster recovery measures are in place; confirming the durability, reliability, security, and high performance of system hosting, networking and internet/intranet/extranet features and infrastructure, including self-service access, social media access, mobile access and access to remote locations.
- 4.2.6 Financial Management – core functionality for ensuring that funds are available for payment; paying on active vendor/provider invoices; tracking and managing agency/program budgets and vendor data; transferring funds; tracking grant disbursements and WIB expenses.
- 4.2.7 Interfaces – Interfacing with all required internal and external interfaces; ensuring fully operational API's and data mappings; confirming the uni- or bi-directional accuracy of each interface; ensuring that custom data fields will be created when necessary. The system must integrate with Burning Glass workforce marketplace via a secured web service API.
- 4.2.8 Reporting – Dynamic and flexible report generation tool with features that provide user-friendly ways for beginning through advanced users to quickly and easily generate a multitude of different state, federal, case management and ad hoc reports that comply with state and federal regulations; that allow advanced users to create complex reports from a read-only Oracle or SQL backend database; and that provide mechanisms for expediting validation and correction of reports.
- 4.2.9 Vocational Rehabilitation – Continuation of a bi-directional interface that will allow the system to cross-populate forms with vocational rehabilitation and workforce field data and training of vocational rehabilitation staff in SAWS features that are accessible to them.

4.2.10 Data Conversion – Complete and accurate conversion of all data for a period of three (3) full years prior to the year of the system implementation by data conversion specialists who have prior experience with conversion of data from a statewide workforce case management system. Conversion of all data required to meet federal and state reporting deadlines that occur before system production. Conversion will support WIA, WIOA, and WISS reports and programs.

These topics represent core workforce business services and functional requirements that must be satisfied as part of this RFP. Each functional area relies on the integrated and common system functionality introduced and framed in *Section 4.1.8, Integrated System Functionality*.

Figure 4.2



### 4.3 SELF-SERVICE FUNCTIONALITY

DETR plans to have SAWS self-service modules for jobseekers, training providers and employers (each described in greater detail below). Describe the technology, architecture and techniques used to provide self-service functionality.

#### 4.3.1 Web Portal

If a Web Portal approach to self-service is used, provide an overview of the Portal features and functions.

#### 4.3.2 Web / IVR / Telephony Capability

Describe any proposed use of Web chat, instant messaging, telephony capabilities or self-service integration with the State's Avaya Interactive Voice Response (IVR) Call Center technology using voice XML.

#### 4.3.3 Rich Internet application (RIA)

Describe if the proposed interface includes a Rich Internet Application (RIA) design via AJAX, Flex or similar technologies.

#### 4.3.4 Protection of Sensitive Data

Describe proposed self-service security techniques, including protecting and transmitting sensitive data.

#### 4.3.5 Account Access

Describe how self-service accounts are established and secured, and if PIN or other identification IDs are self-administrated.

#### 4.3.6 Third-Party Administrator Access

Are employers able to assign and self-administrate secured account access for their agents such as accountants, attorneys and other third party administrators?

#### 4.3.7 Real-Time Updates

Are self-service updates to demographic information completed in real-time?

#### 4.3.8 ADA and Language Capability

Describe ADA compliance and language capabilities such as Spanish, proposed for the self-service function.

### 4.4 JOBSEEKER SELF-SERVICE

Nevada has been a state with relatively high unemployment in recent years, but that trend is now reversing, with job growth pushing the unemployment down to a six-year low of 7.3 percent in September of 2014. The State of Nevada has a strong initiative to continue this trend and DETR and its partners have been, and continue to be, a major force in this initiative. It is therefore critical for DETR, its partners, those they serve, and any others who will be using the Statewide Area Workforce System to have a dependable, high-performing system that will quickly and easily assist jobseekers in accessing and using career information and programs and in locating jobs, thereby assisting the State of Nevada in achieving its goal of lower unemployment. DETR seeks self-service functionality that centralizes and enhances the customer's experience and reduces workforce staff intervention where appropriate.

Within *RFP Section 4.4, Jobseeker Self-Service*, vendors are required to provide an overview of jobseeker self-service functionality, with a description of proposed functions and features that will enhance and improve the State's Jobseeker Self-Service program,

allow jobseekers to securely initiate and manage their accounts and satisfy the State’s stated Jobseeker Self-Service requirements (as found in “*Section 1, Jobseeker*” of the SAWS SRS and throughout the RFP). Greater detail is also listed in the subsections below.

Describe any third-party (e.g., workforce staff or other) authorized access provided through the self-service function. Provide a diagram that outlines high-level components and data sources. Keep the overview within two (2) pages.

#### 4.4.1 Jobseeker Self-Service Account Setup

The jobseeker will need to provide accurate identifying information to access and set up an account for purposes of setting up a jobseeker profile. Describe how the system will authenticate user identity, avoid duplicate or false records and provide access to the jobseeker account. Describe how secure storage of jobseeker data and jobseeker account access will adhere to State and Federal security requirements.

#### 4.4.2 Jobseeker Social Security Numbers

Describe how the system will manage jobseeker social security numbers.

#### 4.4.3 Create, Update and Manage a Jobseeker Account Profile

Describe how the jobseeker will create, update and manage a self-service account profile.

#### 4.4.4 Jobseeker Inactive, Archived or Deleted Accounts

Describe how the system will handle inactive, archived or deleted jobseeker accounts.

#### 4.4.5 Create, Update and Manage a Cover Letter and Resume

Describe the different ways in which a jobseeker can create, update and manage a cover letter and resume.

#### 4.4.6 Self-Service Help and Tutorials

Describe any system functionality or features that will assist the jobseeker in understanding and navigating through the Jobseeker Self-Service module.

### **4.5 TRAINING PROVIDER SELF-SERVICE**

For qualified jobseekers, DETR and its partners offer training that is designed to assist these jobseekers in qualifying for and obtaining employment. Training is offered through external training companies or “training providers” via an “Eligible Training Provider List” (ETPL) application that is submitted by the training provider and evaluated by Workforce staff for inclusion on the ETPL. The state seeks to enhance and improve its Training Provider Self-Service module which currently allows trainers to submit ETPL

applications, submit new courses and programs for approval/certification and re-certify courses and programs annually.

Within **RFP Section 4.5, Training Provider Self-Service**, vendors are required to describe how their proposed solution satisfies the State's stated Training Provider Self-Service requirements (as found in **Section 2, Training Provider Self-Service** of the SAWS SRS and throughout the RFP).

The subsections below list greater detail regarding the training provider requirements. Vendors are requested to provide a description of proposed functions and features that will enhance and improve the State's Training Provider Self-Service program and satisfy the RFP and SAWS SRS requirements.

#### 4.5.1 Training Provider Self-Service Account Setup

Describe proposed features and functionality that would enable training providers to access and set up a Training Provider Self-Service account according to State and Federal security requirements.

#### 4.5.2 Training Provider ETPL Application Submission

Describe how training providers would complete and submit an ETPL application according to State policy for evaluating and selecting new provider applications. Include how the approval process will work. For more information refer to **Section 04.22, Maintain Training Provider Accounts** in the SAWS SRS.

#### 4.5.3 ETPL Training Provider Course or Program Certification

Describe how a training provider would submit an initial course or program for certification and how they would submit subsequent new courses for certification.

#### 4.5.4 Recertify Eligible Training Courses

Describe how an ETPL training provider would re-certify an existing course or program.

### 4.6 EMPLOYER SELF-SERVICE

Employers are of course, essential to job growth and decreased unemployment. DETR's goal is to improve and facilitate the employer process of announcing job opportunities and of finding and hiring qualified workers and employees for small and large companies alike. This is critical not only to decreased unemployment, employer satisfaction and job growth, but also to the funding of the state's job centers. The State therefore seeks an enhanced, improved and user-friendly Employer Self-Service module that will facilitate the announcement of job opportunities and the self-service and (workforce) staff-assisted search and identification of qualified workers and employees.

Within **RFP Section 4.6, Employer Self-Service**, vendors are required to provide an overview of employer self-service functionality with a description of proposed functions and features that will enhance and improve the State's Employer Self-Service program,

allow employers to securely initiate and manage their accounts and satisfy the State’s stated Employer Self-Service requirements (as found in “*Section 3, Employer Self-Service*” of the SAWS SRS and throughout the RFP).

Describe any third-party (e.g., workforce staff or other) authorized access provided through the self-service function. Provide a diagram that outlines high-level components and data sources. Keep the overview within two (2) pages.

#### 4.6.1 Employer Self-Service Account Setup

Describe proposed features and functionality that would enable employers to access and set up an Employer Self-Service account (according to State and Federal security requirements), and to opt-out of a self-service account in favor of workforce assistance.

#### 4.6.2 Create, Update and Manage an Employer Account Profile

Describe how the employer will create, update and manage a self-service account profile.

#### 4.6.3 Announce a Job Opening

Describe the ways in which an employer will be able to announce a job opening.

#### 4.6.4 Update, Manage and Close a Job Opening

Describe how an employer will be able to update, manage and close a job opening.

#### 4.6.5 Create and Announce a Hiring Event

4.6.5.1 Describe how an employer will be able to create and announce a hiring event.

4.6.5.2 Describe how the approval process for hiring events will work.

#### 4.6.6 Job and Resume Notices

Describe how the employer will receive notification of job alerts, system-identified resumes that match the key words of a job listing, new, inactive or recently updated resumes.

#### 4.6.7 Search/Select/Organize/Manage Applicants, Staff Referrals and Resumes

Describe the ways in which the employer will be able to search, select, organize, and manage applicants, staff referrals, and resumes.

#### 4.6.8 Contact a Jobseeker

Describe the ways in which an employer will be able to contact a jobseeker and a confidential jobseeker.

#### 4.6.9 Report a New Hire

Describe how the system will assist the employer in reporting new hires to the workforce staff.

#### 4.6.10 View Job Statistics, Program Incentives and Other Information

Describe how the employer will be able to view local and national job statistics and receive business service office contact information and notice of program incentives such as WOTC and WIA.

#### 4.6.11 Generate a Federal Contractor Status Report

Describe how an employer will be able to generate a federal contractor status report.

#### 4.6.12 Work Opportunity Tax Credit (WOTC) Process

Describe how the system will handle the WOTC application process, including Power of Attorney (POA).

#### 4.6.13 Self-Service Help and Tutorials

Describe any system functionality or features that will assist the employer in understanding and navigating through the Employer Self-Service module.

## 4.7 WORKFORCE STAFF

The Nevada Workforce Staff, which operates out of a statewide network of job centers, DETR offices and Workforce Investment Boards (and their Providers), have the primary responsibility of connecting jobseekers with employers, but they have many other responsibilities as well. They communicate with, provide services for and manage the records and self-service accounts of jobseekers; training providers and employers; process purchase authorizations; provide data for reporting requirements; create and manage job listings; conduct searches for jobseekers; create employment, reemployment and training plans; eliminate barriers to employment; analyze jobseeker and labor market information; manage jobseeker exit activity; verify hiring's; generate jobseeker referrals to employers; collect training and education data; generate reports; determine client eligibility and enroll clients in training and programs; create hiring events and workshops; etc. As the hub of all this activity, the workforce staff requires robust and dependable functionality and features for performing tasks quickly, easily, accurately and efficiently.

Within **RFP Section 4.7, Workforce Staff**, vendors are required to describe how their proposed solution satisfies the State's stated Workforce Staff requirements (as found in **Section 4, Workforce Staff** of the SAWS SRS and throughout the RFP).

The subsections below list greater detail regarding the workforce staff requirements. Vendors are requested to provide a description of proposed functions and features that will enhance and improve the State's Workforce Staff program and satisfy the RFP and SAWS SRS requirements.

4.7.1 Conduct a Statewide Lookup

Describe how workforce staff will conduct a statewide lookup for a jobseeker.

4.7.2 View Case Manager History

Describe how workforce staff will view the history of case managers assigned to a jobseeker.

4.7.3 Manage Cases

Describe how workforce staff will:

4.7.3.1 Communicate with jobseekers;

4.7.3.2 Create employment plans;

4.7.3.3 Manage jobseeker self-service accounts;

4.7.3.4 Manage jobseeker case records;

4.7.3.5 Conduct a job search for a jobseeker;

4.7.3.6 Analyze jobseeker and labor market information;

4.7.3.7 Make use of a case manager dashboard;

4.7.3.8 Manage jobseeker 90 day exit activity;

4.7.3.9 Record client outcomes;

4.7.3.10 View O\*Net definitions from job listings;

4.7.3.11 Obtain jobseeker's educational skill level;

4.7.3.12 Enroll a jobseeker in training;

4.7.3.13 Track and measure jobseeker's ETPL services/outcomes;

4.7.3.14 Determine jobseeker's agency affiliations and information;

4.7.3.15 Assess jobseeker eligibility for state and federal programs; and

4.7.3.16 Create online workforce agency workshops.

4.7.4 Monitor Employment Security Program and Grant Performance

Describe how workforce staff will monitor employment security and grant performance.

#### 4.7.5 Manage Training Providers

Describe how workforce staff will:

4.7.5.1 Approve/activate/manage training provider self-service accounts; and

4.7.5.2 Compare training providers.

#### 4.7.6 Create and Process a Purchase Authorization

Describe how workforce staff will create, process and manage purchase authorizations.

#### 4.7.7 Manage Employers

Describe how workforce staff will:

4.7.7.1 Create, approve, manage and search for an employer record;

4.7.7.2 Create and manage job listings and hiring events;

4.7.7.3 Utilize customized marketing for employers;

4.7.7.4 View employer self-service accounts;

4.7.7.5 View employer unemployment insurance contribution status;

4.7.7.6 View employer participation in SSW/WOTC/CEP/Foreign Labor Certification; and

4.7.7.7 Send an alert to the Business Services Office.

#### 4.7.8 Manage Administrative Tasks

Describe how workforce staff will:

4.7.8.1 Set appointments with reminders;

4.7.8.2 Meet deadlines;

4.7.8.3 Create and manage case notes;

4.7.8.4 Restrict access to sensitive records;

4.7.8.5 Simplify and expedite accurate document creation and management; and

4.7.8.6 Manage tiered account administration.

4.7.9 Create Reports

Describe how workforce staff will create required and ad hoc reports. (You may reference the reporting section as a substitute for this question.)

4.7.10 Make Use of Social Media

Describe how workforce staff will make use of social media, including using it to message jobseekers and employers and to announce a hiring event.

4.7.11 Collect, Validate and Report Wages

Workforce staff call and email employers (and may follow up multiple times) to gather accurate and timely wage information. Their goal is to collect the wage information shortly after the jobseeker is hired, for recording and reporting purposes.

In addition, the workforce must ensure that the jobseeker has not been receiving unemployment insurance overpayments. If there are jobseekers who have been overpaid unemployment insurance benefits and are making restitution payments, they must be current in their payments to qualify for certain programs.

Referring to *Section 04.15, Record Client Outcomes at Any Time* in the SAWS SRS, describe the proposed solution for workforce wage information collection and management. Drawing from your experience with other states, how do you or how would you, automate and expedite the workforce's process of collecting wage data so that a higher percentage of this data can be available to them in a timely fashion?

The proposed solution must also provide the means for workforce staff to enter and validate wage data.

4.7.11.1 What type of data validation features are proposed for wage reporting and data entry?

4.7.11.2 How does the system validate Gross Wages, Non-Taxable and Taxable Wages?

4.7.11.3 Describe other data validation and case management techniques proposed for wage data processing. How are wage and tax data issues resolved through case management?

A. Upon finding a discrepancy between reported wage detail and summary, how does the proposed system provide notification to the end-user and facilitate corrections?

- B. Describe how users are able to review correction document(s) received from employers, retrieve original posted wage information and then enter wage adjustments.
- C. Does the system provide a hold and review queue for wage format and other wage reporting errors?

## 4.8 ADMINISTRATIVE (IT)

The Information Development and Processing Division (IDP) provides data processing and information technology support services to DETR and its partners and customers. The Division oversees Nevada’s automated workforce and rehabilitation information systems. These systems consist of various business applications and online web services that support Nevada’s employers and jobseekers. IDP requires modern, dependable and efficient software and hardware that will enable it to support DETR and its partners in delivering an increasing number of services to an increasing number of clients, and that will also automate tasks and create self-service functionality so as to free up the workforce staff’s talents and resources, thereby increasing capabilities and enhancing and expanding the services offered.

Within *RFP Section 4.8, Administrative (IT)*, vendors are required to describe how their proposed solution satisfies the State’s stated administrative requirements (as found in *Section 5, Administrative* of the SAWS SRS and throughout the RFP).

The subsections below list greater detail regarding the administrative requirements. Vendors are requested to provide a description of proposed functions and features that will enhance and improve the State’s Administrative program and satisfy the RFP and SAWS SRS requirements.

### 4.8.1 Vendor Training and Support

Describe how you will provide web-based and in-person training and support for updates, new staff, train-the-trainer and system administrator staff. Include a breakdown of costs for training and support.

### 4.8.2 System Compliance with State and Federal Policies

Describe how you ensure compliance with State and Federal policies and guidelines.

### 4.8.3 Data Mapping

Describe how you will address data mapping.

### 4.8.4 Timely Delivery of System

Based on the requirements stated herein, estimate delivery of each of the following:

- 4.8.4.1 System implementation;
- 4.8.4.2 Training;
- 4.8.4.3 Data conversion (all databases and interfaced data); and
- 4.8.4.4 System Availability (specify when the system will be available).

#### 4.8.5 Vendor Availability and Support

Describe when you will be available for support. Also describe what types of support will be available, when, and how each type of support will be accessed or offered.

#### 4.8.6 System Monitoring and Oversight

Describe how and when you will provide system monitoring and oversight.

#### 4.8.7 DOL and State Audits

Describe how the system is prepared to meet DOL and State audits, particularly for software, security, and the external network. Also specify what SAWS-related support and assistance you will provide for these audits.

#### 4.8.8 System Modifications and Updates

Describe how you will provide ongoing support for modifications, updates, compatibility issues and interface support.

#### 4.8.9 Service Level Agreement

Provide a high-level description that specifies areas that will be addressed in your service level agreement. (The State acknowledges that these may be negotiated.)

#### 4.8.10 System Performance

Specify minimum levels of system performance you will meet, and consequences of not meeting them. (The State acknowledges that these may be negotiated.)

#### 4.8.11 Security Requirements

Describe how you will meet State and Federal security requirements, particularly those that apply to the State of Nevada.

#### 4.8.12 Hosting Infrastructure and Connection (TBD)

Provide a high-level description of the plusses and minuses of an on-site vs. cloud-based system. Include past experiences of clients who were satisfied and dissatisfied with each option and why, plus your opinion on which option would be best for the State of Nevada and why.

4.8.13 Access to Remote Locations

Describe how you will provide access to remote locations such as our Ely and Elko job centers.

4.8.14 Mobile Version and Applications

Describe mobile versions of SAWS, related applications if any, and whether these would be included in the cost of the SAWS system and implementation.

4.8.15 System Redundancy and Restore

Describe what you provide in terms of DOL and state compliant system redundancy and restore.

4.8.16 Disaster Recovery

Describe your disaster recovery plan.

4.8.17 Electronic Signatures

Describe how the system accepts and tracks electronic signatures.

4.8.18 Auto-Save

Indicate whether auto-save can be applied to any online form that may need more than one user session to complete.

4.8.19 Checks and Balances

Provide a high-level description of how various types of checks and balances and error messages are used to minimize errors, omissions and fraud. Provide several examples using several of the user domains listed herein.

4.8.20 Database Structure and Function

Indicate the following regarding your system's database:

4.8.20.1 Is it Oracle or SQL server based?

4.8.20.2 Does it provide complete history tables for auditing purposes?

4.8.20.3 What are the database access policies and procedures for reporting, queries, auditing, etc.?

4.8.20.4 Do you agree that users will be able to submit field edits, deletions, or additions as change requests that are reviewed and approved by DETR IT admin? If not, propose another approach.

#### 4.8.21 Data Conversion

Regarding data conversion, indicate the following:

4.8.21.1 The length of time spent on data conversion for a client whose profile is similar to the State of Nevada, and whether you perceive any differences in that as an estimate for the State of Nevada;

4.8.21.2 If you can provide staff with experience converting data from DETR's legacy (OSOS) system to the SAWS system, to convert all necessary data for a period of three (3) full years prior to the year of SAWS system implementation; and

4.8.21.3 If the person(s) converting data, can provide converted data that will keep pace with the reporting timelines for all state and federal programs.

#### 4.8.22 Browser Compatibility

Indicate whether your system is browser-based and compatible with the top five browsers.

#### 4.8.23 Environment Configuration

Attach your System Environment Configuration Plan for review and approval. For details, refer to **SAWS SRS Requirement 05.32A**.

#### 4.8.24 ADA Compliance

Indicate whether your system is compliant with the Americans with Disabilities Act (ADA).

#### 4.8.25 Translation Capability

Indicate what kind of translation capability your system has.

#### 4.8.26 Ability to Add Additional Intake Screens/Data Fields to the SAWS System for WIOA Reporting Purposes

The State anticipates a future requirement for a common intake overlay to SAWS for numerous workforce partners due to the requirements of the Workforce Innovation and Opportunity Act. Indicate whether your system has the existing capability to add a common intake overlay for WIOA purposes or whether it could be engineered in the future.

## 4.9 FINANCIAL MANAGEMENT

Financial Management is responsible for overseeing, tracking, and reporting on agency and program budgets, the overall budget, and grant disbursements; ensuring the accuracy and integrity of the data and budget; ensuring that funds are available; paying on purchase authorizations; managing vendor data and transferring funds.

Within *RFP Section 4.9, Financial Management* vendors are required to describe how their proposed solution satisfies the State's stated financial management requirements, as found in *Section 6, Financial Management* of the SAWS SRS and throughout the RFP.

The subsections below list greater detail regarding the financial management requirements. Vendors are requested to provide a description of proposed functions and features that will enhance and improve the State's Financial Management program and satisfy the RFP and SAWS SRS requirements.

### 4.9.1 Pay on a Vendor Invoice

Describe how the system will support Financial Management in making accurate payments on the invoices or purchase authorizations of active vendors/providers and in retaining the transaction data of both inactive and active vendors for authorization purposes.

### 4.9.2 Checks and Balances

Describe and provide several examples of how the system will apply checks and balances to prevent error and fraud.

### 4.9.3 Separation of Duties

Describe how the system will enforce a "Separation of Duties" policy.

### 4.9.4 Oversee and Track Budgets

Describe how the system will support Financial Management in overseeing and tracking individual agency/program budgets, the overall budget and grant disbursements, and in the transferring of funds.

### 4.9.5 Store Budget Data

Describe how the system will store and update budget data and how users will gain access to this data.

### 4.9.6 Manage Vendor Data

Describe how the system will assist Employment Security and Financial Management staff in accessing and managing vendor data.

### 4.9.7 Track WIB Expenses

Describe how the system will track activity costs at the client level and above.

## 4.10 INTERFACES

DETR exchanges information with many different divisions and agencies and therefore requires uni- and bi-directional interfaces with a number of internal and external systems. DETR requires accurate programming of these interfaces and accurate data mappings.

Within **RFP Section 4.10, Interfaces**, vendors are required to describe how their proposed solution satisfies the State's stated interface requirements (as found in **Section 7 Interfaces** of the SAWS SRS and throughout the RFP).

The subsections below list greater detail regarding the interface requirements. Vendors are requested to provide a description of proposed functions and features that will enhance and improve the State's interfaces and satisfy the RFP and SAWS SRS requirements.

### 4.10.1 Experience with Interfaces

Describe your experience with programming interfaces to your system and where applicable, correlate each interface you have programmed to a similar interface listed under **Section HL07.01 List of Internal Interfaces** and **HL07.02 List of External Interfaces** in the SAWS SRS. Describe any problems you encountered and actions you took to resolve them.

## 4.11 REPORTING

Reporting requirements rank as a critical activity that pervades all of the user domains. WIBs need to provide the right data to WISS for reporting, they also need to generate accurate ad hoc reports for internal use and sometimes to submit to parties such as the Office of the Governor, who request them. WISS is required to submit reports that comply with State and Federal policies and guidelines and the figures in these reports impact the funding to the WIBs. Funding, or lack of it, impacts those who provide services at the WIBs and those to whom they provide services. Changing policies and programs (such as the upcoming WIOA) also affect reporting; hardware, software and interfaces also affect the degree of accuracy of the reports. Therefore, because reporting impacts all of the user domains, it is critical for DETR to have a robust, accurate and dependable reporting tool that is adaptable to beginning through advanced users.

Users should have Read-only Access to the applications back-end database based on a tiered system. User roles will determine what level of access is given to the database for reporting purposes. Where authorized, access should be to all data elements that are entered by users and their related tables.

Within **RFP Section 4.11, Reporting** vendors are required to describe how their proposed solution satisfies the State's stated reporting and data analysis requirements (as found in **Section 8, Reporting** of the SAWS SRS and throughout the RFP).

The subsections below list greater detail regarding the reporting requirements. Vendors are requested to provide a description of proposed functions and features that will enhance

and improve the State's reporting functionality and satisfy the SAWS SRS and RFP requirements.

#### 4.11.1 Reporting Features

Indicate the reporting features in **Requirement 08.01, Reporting Features** for Federal, Case Management & Ad Hoc Reporting of the SAWS SRS that your reporting functionality does NOT have.

#### 4.11.2 Federal and State Report Compliance

Describe how the reporting features and functionality of your system are configured to comply with state and federal (OMB, DOL, etc.) regulations for reports.

#### 4.11.3 Report Types

Attach report samples (no longer than one or two pages, each) that match (as closely as possible) the types of reports listed in **Section 8, Reporting** of the SAWS SRS. You may also run and attach a short report, using dummy data that demonstrates the ability of the tool to generate a given report.

#### 4.11.4 WIA Reports

Describe how your system generates accurate WIA reports in a timely fashion that meets reporting deadlines.

#### 4.11.5 On-Demand and Scheduled Reports

Describe proposed features for requesting and scheduling standard and Ad Hoc reports on demand and during "off-hours." Describe the proposed solution's ability to satisfy reporting requirements without negatively impacting normal operations.

#### 4.11.6 Types of Reports

Do proposed report types include: Federal and State reports, statistical and analytical reports, managerial and workload reports, accounting and financial reports, audit trail and transaction reports, as well as Ad Hoc reporting?

#### 4.11.7 Data Warehouse Reporting and Data Mining

Describe proposed data warehouse and/or data mart reporting and data mining capabilities, including an overview of related extract, transform and load architectures.

## **4.12 VOCATIONAL REHABILITATION**

Vocational Rehabilitation addresses the assessment, training, treatment and job placement of Nevadans with disabilities. It places primary emphasis on providing necessary services to help clients work and live independently.

Vocational Rehabilitation has had a bi-directional interface with workforce so that data entered into fields in one location would be populated in the other location, and vice versa.

Within *RFP Section 4.12, Vocational Rehabilitation*, vendors are required to describe how their proposed solution satisfies the State's stated vocational rehabilitation requirements (as found in *Section 9, Vocational Rehabilitation* of the SAWS SRS and throughout the RFP).

The subsections below list greater detail regarding the vocational rehabilitation requirements. Vendors are requested to provide a description of proposed functions and features that will enhance and improve the State's vocational rehabilitation program and satisfy the RFP and SAWS SRS requirements.

### **4.12.1 Population of Client Record Data**

Explain how Vocational Rehabilitation and workforce will continue to have an interface that allows for the population of entered data in either location.

### **4.12.2 SAWS Training**

Explain how Vocational Rehabilitation will receive training on available features.

## **4.13 DATA CONVERSION**

Describe how data will be accurately converted and by whom, for three (3) full years prior to the year of the SAWS system implementation, and how enough data will be converted to cover reporting timelines. Describe how the conversion will support WIASRD, WIA, WIOA and WISS reporting and programs. (If this question was answered in *RFP Section 4.8.21 Data Conversion*, you may reference that requirement.)

## **4.14 SOCIAL MEDIA**

If there are any other ways to make use of social media that are included in your system (other than those listed in the RFP and SAWS requirements), describe them.

## **4.15 SYSTEM FLEXIBILITY**

Federal legislation, US Department of Labor guidelines and Nevada's statutes and administration code frame and drive the State's workforce business. New legislation is passed and new guidelines are published on a regular basis. To accommodate these changes, the State requires an agile solution that efficiently adapts to new and revised statutes and altered business processes.

## 4.16 CHANGE EXAMPLE

Using an actual example(s), describe how any new program, reporting, security or other requirements have been implemented or accommodated in the past within the solution. Do modifications and additions involve primarily system/table configuration changes or does the solution require extensive code development?

### 4.16.1 Rule Changes

If not included in your response to **RFP Section 4.16, Change Example** above, how would the system accommodate rule changes and where did it store and enforce rules?

### 4.16.2 Rule Changes with Calculation Events

If not included in your response to **Section 4.16 Change Example or Section 4.1.16 Rule Changes** above, if a new rule change involved a calculation event, how did (or would) the system store and process the new event? Describe in general, the key steps needed to implement this type of change.

### 4.16.3 Record Changes

If a jobseeker or employer record changes ownership from one workforce staff person to another, how does the proposed solution automate the tracking of changes in ownership, management or control, and any resulting “experience record” transfers?

## 4.17 SECURITY STANDARDS

4.17.1 System must meet State security standards for transmission of personal information as outlined in NRS 205.4742 and NRS 603A.

4.17.2 Protection of sensitive information will include the following:

4.17.2.1 Sensitive information in existing legacy applications will encrypt data as is practical.

4.17.2.2 Confidential Personal Data will be encrypted whenever possible.

4.17.2.3 Sensitive Data will be encrypted in all newly developed applications.

4.17.3 All information technology services and systems developed or acquired by agencies shall have documented security specifications that include an analysis of security risks and recommended controls (including access control systems and contingency plans).

- 4.17.4 Security requirements shall be developed at the same time system planners define the requirements of the system. Requirements must permit updating security requirements as new threats/vulnerabilities are identified and/or new technologies implemented.
- 4.17.5 Security requirements and evaluation/test procedures shall be included in all solicitation documents and/or acquisition specifications.
- 4.17.6 Systems developed by either internal State or contracted system developers shall not include back doors, or other code that would cause or allow unauthorized access or manipulation of code or data.
- 4.17.7 Security specifications shall be developed by the system developer for approval by the agency owning the system at appropriate points of the system development or acquisition cycle.
- 4.17.8 All system development projects must include a documented change control and approval process and must address the security implications of all changes recommended and approved to a particular service or system. The responsible agency must authorize all changes.
- 4.17.9 Application systems and information that become obsolete and no longer used must be disposed of by appropriate procedures. The application and associated information must be preserved, discarded, or destroyed in accordance with Electronic Record and Record Management requirements defined in NRS and NAC 239, Records Management.
- 4.17.10 Software development projects must comply with State Information Security Consolidated Policy 100, Section 4.7, Software Development and Maintenance and State Standard 131, "Security for System Development".
  - 4.17.10.1 Separate development, test and production environments must be established on State systems.
  - 4.17.10.2 Processes must be documented and implemented to control the transfer of software from a development environment to a production environment.
  - 4.17.10.3 Development of software and tools must be maintained on computer systems isolated from a production environment.
  - 4.17.10.4 Access to compilers, editors and other system utilities must be removed from production systems.
  - 4.17.10.5 Controls must be established to issue short-term access to development staff to correct problems with production systems allowing only necessary access.

- 4.17.10.6 Security requirements and controls must be identified, incorporated in and verified throughout the planning, development, and testing phases of all software development projects. Security staff must be included in all phases of the System Development Lifecycle (SDLC) from the requirement definitions phase through implementation phase.

## 5. SCOPE OF WORK

This section outlines project tasks, work products and deliverables to be completed and delivered by the vendor during the life of the SAWS modernization project. As part of their proposal response, the vendor must provide a proposed preliminary project plan and schedule. Within the proposed preliminary project plan and schedule, the vendor must reflect a recommended implementation approach and strategy for accomplishing the tasks and activities identified throughout the RFP. The vendor must complete and produce the required work products and deliverables identified throughout *RFP Section 5, Scope of Work*. (Note that listed tasks and activities are not necessarily presented in order of required completion.)

Nevada's SAWS modernization project is a requirements refinement, configuration, integration and implementation project. Initial project tasks will be to complete a gap analysis of the requirements presented within the RFP to specific components within the vendor's solution, and obtain State input and approval regarding an overall schedule and strategy for implementing and phasing in SAWS functionality. Other major project tasks include configuration, system integration and interfacing, data conversion, testing, training and implementation.

Major work tasks and project deliverables to be completed and produced by the vendor include:

- Project Planning and Administration;
- Data Conversion;
- Data Management;
- Test Plan and Test Results;
- Training;
- Production System Implementation; and
- Warranty and Maintenance Support.

Each of the above project tasks and deliverables include multiple work products and may include sections specific to core functionality such as Jobseeker, Employer and/or Workforce Staff.

The work products are designed to ensure that a quality solution is being implemented and that the successful proposer is performing according to the project plan and schedule. Deliverables represent project milestones. Proposers must provide costs for each deliverable as identified in *Attachment J, Project Costs*.

Proposers must reflect within their proposal response and preliminary project plan, their recommended approach to scheduling and accomplishing all work products and deliverables. Each work product and deliverable identified within this RFP must be included in the proposer's preliminary project plan.

The vendor shall meet with State project participants to review and confirm joint understanding of documented functional requirements and Concept of Operations provided in **RFP Section 4, System Requirements** and described within the RFP. As part of the review, the vendor must document a high level understanding between the State and the vendor regarding the proposed system and the State's concept of operations. The vendor must identify and resolve any issues.

## **5.1 VENDOR RESPONSE TO SCOPE OF WORK**

### **5.1.1 Vendor Approach to Meeting Requirements**

Within the proposal response, vendors must provide information regarding their approach to meeting the requirements described within **RFP Section 4, System Requirements**.

### **5.1.2 Subcontractor Specifics**

If subcontractor(s) are to be used for any of the tasks, the vendor must indicate which tasks and what percentage of time will be spent on those tasks by the subcontractor(s) versus the vendor.

### **5.1.3 Response per Task**

The vendor's RFP response per task must be limited to no more than two (2) pages, not including appendices, samples and/or exhibits.

## **5.2 WORK PRODUCT SUBMISSION AND REVIEW PROCESS**

The following sections detail the process for submission and review of work products as identified in **RFP Section 5, Scope of Work**.

### **5.2.1 General**

Work products within each deliverable will be submitted to the State Project Manager for review, per the State-approved Detailed Project Plan.

5.2.1.1 The vendor must provide one (1) master, two (2) copies and an electronic version of each work product to the State Project Manager as identified in the contract, unless otherwise mutually agreed to.

5.2.1.2 The electronic copy must be provided in software currently utilized by the agency or provided by the vendor.

### **5.2.2 Work Product Submission**

5.2.2.1 Prior to the development and submission of each work product a summary document containing a description of the format and content of the work product must be delivered to State project management for review and approval. The summary document must contain at a minimum:

- A. A brief description of the work product purpose;
- B. A table of contents that includes a description of each section;
- C. Anticipated number of pages; and
- D. A list that includes anticipated appendices and exhibits.

5.2.2.2 The summary document will be reviewed, approved and returned to the vendor within a mutually agreed-upon time frame.

5.2.2.3 Work products must be developed by the vendor according to the approved format and content of the summary document.

5.2.2.4 During working sessions, the vendor must provide a walkthrough of the work product.

### 5.2.3 Work Product Review

5.2.3.1 The State's review time begins on the next working day following receipt of the work product.

5.2.3.2 The State's review time will be determined by the State approved and accepted detailed project plan and the approved contract.

5.2.3.3 The State has up to five (5) working days to determine if a work product is complete and ready for review. Unless otherwise negotiated, this is part of the State's review time.

5.2.3.4 The State will review the work product and return with comments within the time frame mutually agreed to.

## 5.3 DELIVERABLE SUBMISSION AND REVIEW PROCESS

Once the detailed project plan is approved by the State, the following sections detail the process for submission and review of deliverables during the life of the project/contract.

### 5.3.1 General

5.3.1.1 When submitting a deliverable for review and acceptance, the vendor must produce one (1) master (both hard and soft copy) and two (2) additional hard copies (if requested), to the State Project Manager as identified in the contract.

5.3.1.2 Once a deliverable is approved and accepted by the State, the vendor must provide a final updated and corrected electronic copy. The State may, at its discretion, waive the requirement for a particular deliverable.

5.3.1.3 The electronic copy must be provided in the software version currently utilized by the agency or provided by the vendor.

5.3.1.4 Deliverables will be evaluated by the State utilizing mutually agreed to acceptance/exit criteria.

### 5.3.2 Deliverable Submission

5.3.2.1 Prior to development and submission of each contract deliverable, a summary document containing a description of the format and content of each deliverable will be delivered to the State Project Manager for review and approval. The summary document must contain, at a minimum, the following:

- A. Cover letter outlining the purpose of the deliverable;
- B. A Table of Contents with a brief description of the content of each section;
- C. Anticipated number of pages; and
- D. Identification of anticipated appendices/exhibits.

5.3.2.2 The summary document must contain an approval/rejection section that can be completed by the State. The summary document will be returned to the vendor within a mutually agreed upon time frame.

5.3.2.3 Deliverables must be developed by the vendor according to the approved format and content of the summary document for each specific deliverable.

5.3.2.4 At a mutually agreed to meeting, on or before the time of delivery to the State, the vendor must schedule and provide a walkthrough of each deliverable.

5.3.2.5 Deliverables must be submitted no later than 5:00 PM, per the approved contract deliverable schedule and must be accompanied by a deliverable sign-off form (refer to **Attachment G, Project Deliverable Sign-Off Form**) with the appropriate sections completed by the vendor.

### 5.3.3 Deliverable Review

The deliverable review process is governed by the following:

#### 5.3.3.1 General Process

- A. The State's review time begins on the next working day following receipt of the deliverable.
- B. The State's review time will be determined by the approved and accepted detailed project plan and the approved contract.

- C. The State has up to five (5) working days to determine if a deliverable is complete and ready for review. Unless otherwise negotiated, this is part of the State's standard review time.
- D. Any subsequent deliverable dependent upon the State's acceptance of a prior deliverable, will not be accepted for review until all issues related to the previous deliverable have been resolved.
- E. Deliverables determined to be incomplete and/or unacceptable for review will be rejected, not considered delivered, and returned to the vendor.
- F. After review of a deliverable, the State will return to the vendor the project deliverable sign-off form with the deliverable submission and review history section completed.

#### 5.3.3.2 Acceptance

- A. If the deliverable is accepted, the original deliverable sign-off form signed by the appropriate State representatives will be returned to the vendor.
- B. Once the vendor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable (refer to ***RFP Section 8, Financial***).

#### 5.3.3.3 Comments/Revisions Requested by the State

If the State has comments and/or revisions to a deliverable, the following will be provided to the vendor:

- A. The original deliverable sign-off form with an updated entry to the deliverable submission and review history section.
- B. Attached to the deliverable sign-off form will be a detailed explanation of the revisions to be made and/or a marked up copy of the deliverable.
- C. The State's first review and return with comments will be completed within the times specified in the contract.
- D. The vendor will have five (5) working days, unless otherwise mutually agreed to, for review, acceptance, and/or rejection of the State's comments.
- E. A meeting to resolve outstanding issues must be completed within three (3) working days after completion of the vendor's review or a mutually agreed upon time frame.

- F. Agreements made during meetings to resolve issues must be documented separately.
- G. Once an agreement is reached regarding changes, the vendor must incorporate them into the deliverable for resubmission to the State.
- H. All changes must be easily identifiable by the State.
- I. Resubmission of the deliverable must occur within five (5) working days or a mutually agreed upon time frame of the resolution of any outstanding issues.
- J. The resubmitted deliverable must be accompanied by the original deliverable sign-off form.
- K. This review process continues until all issues have been resolved within a mutually agreed upon time frame.
- L. During the re-review process, the State may only comment on the original exceptions noted.
- M. All other items not originally commented on are considered to be acceptable by the State.
- N. Once all revisions have been accepted, the original deliverable sign-off form signed by the appropriate State representatives will be returned to the vendor.
- O. The vendor must provide one (1) updated and complete master paper and associated electronic copy of each deliverable after approval and acceptance by the State.
- P. Once the vendor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable (refer to ***RFP Section 8, Financial***).

#### 5.3.3.4 Rejected, Not Considered Delivered

If the State considers a deliverable not ready for review, the following will be returned to the vendor:

- A. The original deliverable sign-off form with an updated entry to the deliverable submission and review history section.
- B. The original deliverable and all copies with a written explanation as to why the deliverable is being rejected, not considered delivered.

- C. The vendor will have five (5) working days, unless otherwise mutually agreed to, for review, acceptance and/or rejection of the State's comments.
- D. A meeting to discuss the State's position regarding the rejection of the deliverable must be completed within three (3) working days after completion of the vendor's review or a mutually agreed upon time frame.
- E. Resubmission of the deliverable must occur within a mutually agreed upon time frame.
- F. The resubmitted deliverable must be accompanied by the original deliverable sign-off form.
- G. Upon resubmission of the completed deliverable, the State will follow the steps outlined in ***RFP Section 5.3.3.2, Acceptance*** or ***Section 5.3.3.3, Comments/Revisions Requested by the State***.

## 5.4 PROJECT PLANNING AND ADMINISTRATION

### 5.4.1 Objective

The object of this task is to ensure that adequate planning and project management are dedicated to the project. The following activities, work products, and deliverables must be completed as part of the Project Planning and Administration task. For each major project iteration, implementation, or phase, the vendor must provide an updated and incremented deliverable version until all project iterations/segments are complete.

### 5.4.2 Activities

The awarded vendor must:

Work with the State to provide a detailed project plan with fixed deadlines and milestones that take into consideration the State holiday schedule provided in ***RFP Section 2.1, State Observed Holidays***, standard State work hours, and DETR's peak business cycles such as Quarterly Contributions Filing. ***Refer to RFP Section 3.1, Business Background***, for more information on DETR's peak business cycles.

The Detailed Project Plan will be used to prepare a high-level integrated schedule and work plan to coordinate State resources and project personnel, as well as schedule joint meetings and activities.

The Detailed Project Plan will be incorporated into the contract as the first project deliverable and must include deliverable due dates for other project deliverables, work products, and work tasks defined in ***RFP Section 5, Scope of Work***.

- 5.4.2.1 The plan must include but not be limited to:
- A. Project schedule including tasks, activities, activity duration, sequencing and dependencies;
  - B. Project work plan for each deliverable, including a work breakdown structure;
  - C. Completion date of each task;
  - D. Project milestones;
  - E. Entrance and exit criteria for specific project milestones; and
  - F. Project organization including a resource plan defining roles and responsibilities for the awarded vendor, subcontractors (if applicable) and State.

5.4.2.2 Attendance at all Required Meetings

Attend project status meetings with the State project management team at a location to be determined by the State. Attendance may be in person and/or via teleconferencing, as mutually agreed to by State project management. These meetings shall follow an agenda mutually developed by the vendor and the State, and scheduled by the State project manager. Minutes will be taken and published by State staff within seven (7) working days after the meeting.

The agenda may include, but not be limited to:

- A. Review and approval of previous meeting minutes;
  - B. Contractor project status;
  - C. State project status;
  - D. Contract status and issues and risks, including resolutions;
  - E. Quality Assurance status;
  - F. New action items;
  - G. Outstanding action items, including resolutions;
  - H. Setting of next meeting date; and
  - I. Other business.
- 5.4.2.3 Attend and participate in all project related meetings requested as well as any related meetings. The vendor shall prepare materials or briefings for these meetings as requested by the State. Minutes will be taken and published by State staff within seven (7) working days after the meeting.

5.4.2.4 Written Monthly Project Status Reports

Provide written monthly project status reports delivered to State project management by the third (3rd) working day following the

end of each reporting period. The format must be approved by the State prior to issuance of the first (1st) monthly project status report. The status reports must consider, but not be limited to the following:

- A. Overall completion status of the project in terms of the State approved project work plan and deliverable schedule;
- B. Accomplishments during the period, including State staff/stakeholders interviewed, meetings held, JAD sessions and conclusions/decisions determined;
- C. Upcoming milestones, completed milestones, slipping milestones;
- D. Problems encountered and proposed/actual resolutions;
- E. What is to be accomplished during the next reporting period;
- F. Issues that need to be addressed, including contractual items;
- G. Quality Assurance status;
- H. Updated project time line showing percentage completed, high-level tasks assigned, completed and remaining and milestone variance;
- I. Identification of schedule slippage and strategy for resolution;
- J. Vendor staff assigned and their location and schedule;
- K. State resources required for activities during the next time period; and
- L. Resource allocation percentages including planned versus actual by project milestone.

#### 5.4.2.5 Modernization Approach and Strategy

As stated in ***RFP Section 4, System Requirements***, the vendor, as part of their submitted proposal, must provide an overall approach, strategy and schedule for completing the State's Workforce modernization initiative. Within this project activity, the vendor is to work with the State to confirm and finalize the strategy and approach. Working closely with the State, the vendor shall finalize a mutually agreeable Workforce Modernization Approach, Strategy, and Schedule for completing the State's new Workforce system implementation.

#### 5.4.2.6 Risk Management Plan

The vendor shall deliver a risk management plan to ensure that risks are identified, analyzed, mitigated, communicated and acted upon effectively. The plan should include risk management planning and a risk register process.

5.4.2.7 Quality Assurance Plan

The vendor shall deliver a quality assurance plan including, but not limited to, the methodology for maintaining quality of project requirements, designs, code, workmanship, documentation, project schedules and subcontractor(s) activities. The plan should address when and how corrective actions are logged, monitored and completed.

5.4.2.8 Human Resource Plan

The vendor shall deliver a project Human Resource Plan. This plan should include at a minimum:

- A. The vendor project organization including a resource plan defining roles and responsibilities for the vendor and subcontractors; and
- B. Staff management plan and resource allocation with dates indicating when project resources will enter and exit the project.

5.4.2.9 Knowledge Transfer Plan

The vendor shall develop a Knowledge Transfer Plan that documents, instructs and fully prepares State personnel for operating, monitoring and maintaining system activity and performance. The plan must include sufficient instruction, training, time and resources to accomplish a transfer of knowledge to assure that State personnel are able to properly, effectively and independently operate and maintain the system. The vendor shall present the plan to the State, execute the plan, and obtain State acceptance before and after the plan is executed.

5.4.2.10 Project Archives/Repository

The vendor shall create and maintain a repository of project-related artifacts that includes at a minimum deliverables and work products, project standards, project organizational charts and other business, functional and design materials collected and created as part of the project.

5.4.2.11 Project Close-Out Process

Once the project is complete, the vendor will provide a set of final project management materials, products, tools and content that

documents project outcomes and results. This task includes at a minimum final archival of project and project management artifacts, project lessons learned, the hand off and location of completed project deliverables and other project assets and repositories used throughout the project and required to maintain and operate the new system.

5.4.3 Deliverables

<b>5.4 PLANNING AND ADMINISTRATION DELIVERABLES</b>			
<b>DELIVERABLE NUMBER</b>	<b>DESCRIPTION OF DELIVERABLE</b>	<b>ACTIVITY</b>	<b>STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)</b>
5.4.3.1	Detailed Project Plan	5.4.2.1	15
5.4.3.2 & 5.4.2.3	Attendance at all scheduled meetings	5.4.2.2	N/A
5.4.3.4	Written Semi-Monthly Project Status Report	5.4.2.4	5
5.4.3.5	Modernization Approach & Strategy	5.4.2.5	10
5.4.3.6	Risk Management Plan	5.4.2.6	10
5.4.3.7	Quality Assurance Plan	5.4.2.7	10
5.4.3.8	Human Resource Plan	5.4.2.8	10
5.4.3.9	Knowledge Transfer Plan	5.4.2.9	10
5.4.3.10	Project Archives/Repository	5.4.2.10	5
5.4.3.11	Project Close-Out Process	5.4.2.11	10

**5.5 SYSTEM ENVIRONMENT CONFIGURATION**

5.5.1 Objective

The objective of this task is to configure, build and test project system hardware and software environments for achieving project tasks and goals. Required project system environments include, but are not limited to: an integration, system test and data conversion environment, a user acceptance environment, a training environment, and the production computing environment. In addition, any additional logical and physical network connectivity requirements must also be defined, implemented and tested.

5.5.2 Activities

The vendor must provide the following:

5.5.2.1 System Environment Configuration Plan

The plan must describe steps for coordinating system environment releases and upgrades with major project iterations or phases

outlined in the plan. The minimum project system environments to be installed include:

- A. System and Data Conversion Environment;
- B. User Acceptance Test (UAT) Environment;
- C. Training Environment; and
- D. Production Environment.

#### 5.5.2.2 Software Licensing and Distribution Plan

The vendor must submit a Software Licensing and Distribution Plan for review and approval. The plan will document the software products and approach to cost effectively license necessary components in support of project requirements. The plan will include the methods for distributing software upgrades and version releases to each of the established technical environments in a controlled fashion. The Software Licensing and Distribution plan must include:

- A. Licensing strategies;
- B. Software inventory;
- C. Performance requirements;
- D. Availability requirements;
- E. Tools and scripts;
- F. Security constraints;
- G. Platform descriptions;
- H. Data distribution and maintenance;
- I. Graphical representation of software distribution; and
- J. Software distribution method.

#### 5.5.2.3 Component Migration and Management Plan

The vendor shall document and submit for approval a Component Migration and Management Plan. The plan will describe how the vendor will migrate completed and updated components throughout the project schedule while maintaining stability across all system environments. The plan will be used to control how and when completed project components are migrated to the various project

system environments including up to and through the production environment. The plan must include and describe how the vendor will complete and conduct hardware and software configuration management during the life of the contract. The vendor must manage and control project component updates and version releases into the various system environments while maintaining a stable project work and operational environment. The plan shall document:

- A. Component naming conventions and standards;
- B. Build validation and readiness processes;
- C. The methodology to capture and address issues;
- D. Processes for determining what will be released as a part of each component baseline and/or enhanced version release;
- E. Method for maintaining synchronization with external system configurations and interfaces, such as the DETR UI legacy systems;
- F. Procedures, tasks and schedules for managing system migration and configuration; and
- G. Other tools and data stores used in the component management and migration process.

The vendor shall develop, implement, manage, and execute the approved Component Migration and Management Plan throughout the life of the project.

#### 5.5.2.4 Establish Data Conversion Environment

Per the approved System Environment Configuration Plan, the vendor will establish the Data Conversion Environment for project technical and analytical use. Proposers must include costs for these environments in ***Attachment J, Project Costs***.

#### 5.5.2.5 Establish Integration, System Test and UAT Environments

Per the approved System Environment Configuration Plan, the vendor will establish the test environments for project technical and analytical use. Proposers must include costs for these environments in ***Attachment J, Project Costs***.

#### 5.5.2.6 Establish Training Environment

Per the approved System Environment Configuration Plan, the vendor will establish the Training Environment for project use.

Proposers must include costs for this environment in ***Attachment J, Project Costs.***

5.5.2.7 Establish Production Environment

Per the approved System Environment Configuration Plan, and in coordination with major project iterations or phases, the vendor will establish and verify readiness of the Production Environment for project production use. The vendor shall build and validate the Production Environment for SAWS modernization usage. The vendor must coordinate with State Technical resources to test and verify the readiness and availability of each production computing and network component. This task will be performed for each production environment iteration and to match project schedules and planned product releases. Proposers must include costs for this environment in ***Attachment J, Project Costs.***

5.5.2.8 Technical Environment Documentation

The vendor will produce and maintain detailed documentation that captures and describes the system environment build and test tasks including results for each technical environment established for the project. The documentation must include results of initial performance validation and security setup and verification. Graphical diagrams and architectural layouts of each technical environment established including assigned devices and component identifiers will be produced and collected as part of the documentation.

5.5.3 Deliverables

<b>5.5 SYSTEM ENVIRONMENT CONFIGURATION</b>			
<b>DELIVERABLE NUMBER</b>	<b>DESCRIPTION OF DELIVERABLE</b>	<b>ACTIVITY</b>	<b>STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)</b>
5.5.3.1	System Environment Configuration Plan	5.5.2.1	15
5.5.3.2	Software Licensing & Distribution Plan	5.5.2.2	N/A
5.5.3.3	Component Migration & Management Plan	5.5.2.3	5
5.5.3.4	Establish Data Conversion Environment	5.5.2.4	10
5.5.3.5	Establish Integration, System Test and UAT Environments	5.5.2.5	10
5.5.3.6	Establish Training Environment	5.5.2.6	10
5.5.3.7	Establish Production Environment	5.5.2.7	10

<b>5.5 SYSTEM ENVIRONMENT CONFIGURATION</b>			
5.5.3.8	Technical Environment Documentation	5.5.2.8	10

### 5.5.3 System Environment Configuration Work Products

The vendor must produce the following System Environment Configuration work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the System Environment Configuration Deliverable.

#### 5.5.3.1 System Environment Planning

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.5.2.1	System Environment Configuration Plan	7
5.5.2.2	Software Licensing and Distribution Plan	7
5.5.2.3	Component Migration and Management Plan	7

#### 5.5.3.2 System Environment

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.5.2.4	Establish Data Conversion Environment	7
5.5.2.5	Establish Integration, System Test and UAT Environments	7
5.5.2.6	Establish Training Environment	7
5.5.2.7	Establish Production Environment	10

#### 5.5.3.3 Technical Environment Documentation

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.5.2.8	Technical Environment Documentation	10

## 5.6 DATA CONVERSION

### 5.6.1 Objective

Create a data cleansing and migration plan and process to convert legacy Workforce data from existing State system environments to the new Workforce modernization environment. Data conversion is critical to the success of the

project. Using an iterative approach, the work products described below must be addressed early and often in the project.

## 5.6.2 Activities

The vendor must provide the following:

### 5.6.2.1 Data Conversion Plan

- A. Working closely with the State, the vendor must develop a mutually agreed upon data conversion and cleansing strategy. This strategy must outline the steps to identify and remove inconsistencies and inaccuracies in existing data, create programs to enforce edit rules against existing data, transform and validate the results, create links to establish relationships to support the new database, create consistent formats, accommodate differences in field sizes, formats, and content, and move cleansed data to the new database. The plan must describe the methodologies and techniques used to accomplish the above.
- B. When legacy system bridging is used for interim data access and validation, the vendor must prepare a data synchronization strategy for allowing both the existing and the new system to run concurrently while preserving data integrity in both. This must include determination of data to be synchronized and the method of synchronization. The synchronization process must be operational until Workforce modernization is complete.
- C. In general, State project resources will complete legacy data extract procedures and processes, and the vendor shall complete final data preparation and load procedures and processes. State technical resources will code legacy data extract programs, work with business staff to initiate data cleansing and scrubbing procedures, and stage extracted legacy data for vendor conversion and loading.
- D. The vendor will assist the State in understanding Workforce modernization data conversion requirements. The vendor will design and implement the data conversion system, identify and provide necessary data scrubbing and data transformation requirements, code data transformation and load procedures and processes and schedule and complete final data conversion into the new system. As part of the Data Conversion Plan, the State will confirm the overall data conversion strategy and approach as well as specific data conversion responsibilities and assignments.

### 5.6.2.2 Data Conversion System Design

The vendor will develop and prepare an overall data conversion system design that accomplishes project goals and is mutually agreeable with the State. The data conversion and cleansing design must include a list of legacy input files, an initial legacy data assessment with appropriate cleansing and conversion recommendations, legacy file volumes, new file definitions (logical and physical data models) and recommended default values and strategies when data is not available. The design must include the conversion and cleansing flows, manual processes and procedures, data mapping and transformation rules, data and process dependencies, conversion tools, and data clean-up support and exception reports. The design must include program specifications for extracting, transforming, and loading converted data. The design must address data conversion schedules, timings, and volumes.

The design must include data and dollar reconciliation procedures and cross-checks. Reconciliation checkpoints must include I/O counts at each step as well as financial totals that will be used to reconcile record counts and amounts between the new solution and the legacy systems.

Functional testing must be conducted to validate that the migrated data functions properly. This testing shall include key business functions such as recalculating Monetary Entitlement based on wage redeterminations, employer account transfers, recalculating penalty and interest, and then reviewing results. The State and the vendor shall agree to key business functions that must be validated to consider a successful data conversion. The vendor shall assess data conversion test results and categorize results by the following:

- A. Legacy system deficiency;
- B. Extract deficiency;
- C. Cleansing or conversion deficiency; and
- D. New system deficiency.

The vendor must test the automated conversion procedures and processes to ensure that data conversion occurs in an acceptable time frame, that the final conversion process will not impact ongoing business processes, and that the results are accurate.

The vendor shall provide a manual data entry tool and/or process to handle data conversion exceptions or inconsistencies that prevent the automated migration from the legacy system to the new system.

Final data cleansing and conversion must be completed prior to formal Workforce modernization system acceptance by the State.

5.6.2.3 Data Conversion Component Inventory and Source Code Repository

The vendor will provide a conversion component inventory and source code repository that contains all of the necessary programs, scripts, instructions and other components developed and required to complete the data conversion. The inventory and library will identify and include program source code, version control information, dependencies, process test results and other details for each process.

5.6.2.4 Data Conversion Results

For each major project iteration or phase, the vendor will provide documentation containing data conversion results. The results must include data conversion procedures and processes executed, conversion schedules followed, data conversion and reconciliation results including record counts, actual data conversion and staging files and outstanding issues and tasks.

5.6.3 Data Conversion Work Products

The vendor must produce the following Data Conversion work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Data Conversion Deliverable.

5.6.3.1 Data Conversion Plan

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.6.2.1	Data Conversion Plan	10

5.6.3.2 Data Conversion

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.6.2.2	Data Conversion System Design	15
5.6.2.3	Data Conversion Component Inventory and Source Code Repository	7
5.6.2.4	Data Conversion Results	20

#### 5.6.4 Data Conversion Deliverables

The vendor must produce the following Data Conversion deliverables.

<b>Deliverable Number</b>	<b>Description of Deliverable</b>	<b>Activity/ Work Product</b>	<b>State's Estimated Review time (Working Days)</b>
5.6.4.1	Data Conversion Design and Development	5.6.2.1 through 5.6.2.3	7
5.6.4.2	Data Conversion Results	5.6.2.4	5

### 5.7 DATA MANAGEMENT

#### 5.7.1 Objective

Develop and configure Workforce modernization data design and management elements.

#### 5.7.2 Activities

The vendor must provide the following:

##### 5.7.2.1 Data Modeling Standards

The vendor shall provide the State with Data Modeling Standards to be used to complete Workforce modernization. The vendor will ensure that approved standards are adhered to throughout the project.

##### 5.7.2.2 Conceptual Data Model

The vendor shall submit for approval the conceptual data model based on requirements derived through the SRS. At a minimum, the work product must include entity classes and relationships, primary attributes and associations as well as a data structure diagram.

##### 5.7.2.3 Logical Data Model

The vendor shall develop and submit a finalized logical data model (LDM) based on structures derived from the conceptual data model. At a minimum, the LDM must include the data integration approach, an entity-relationship diagram as well as pertinent entity, primary keys, foreign keys, attribute and relationship data.

##### 5.7.2.4 Physical Data Model

The vendor shall develop and submit a Finalized Physical Data model (PDM) based on structures derived from the LDM. At a minimum, the PDM must include tables, columns, column

properties, keys, data types, validation rules, database triggers, stored procedures, access constraints, indices, views, and optimization to meet performance requirements and security-related components.

5.7.2.5 DDL and Initialization Database Scripts

The vendor shall submit for approval, the Data Definition Language (DDL) for initial database creation and associated database initialization scripts and documentation.

5.7.3 Data Management Work Products

The vendor must produce the following Data Management work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Data Management Deliverable.

5.7.3.1 Data Management

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State’s Estimated Review Time (Working Days)</b>
5.7.2.1	Data Modeling Standards	5
5.7.2.2	Conceptual Data Model	7
5.7.2.3	Logical Data Model	10
5.7.2.4	Physical Data Model	10
5.7.2.5	DDL and Initialization Database Scripts	7

5.7.4 Data Management Deliverables

The vendor must produce the following Data Management deliverables.

<b>Deliverable Number</b>	<b>Description of Deliverable</b>	<b>Activity/ Work Product</b>	<b>State’s Estimated Review time (Working Days)</b>
5.7.4.1	Conceptual and Logical Data Model	5.7.2.2 through 5.7.2.3	5

**5.8 TEST PLAN AND TEST RESULTS**

5.8.1 Objective

The vendor will produce and provide an integrated system test plan and related test results, conduct user acceptance testing and resolve issues, ensure system readiness prior to system implementation, communicate testing results to stakeholders for ongoing system validation. For each major project iteration or

phase, the vendor will provide a test strategy and plan that accomplishes the above steps, including test conditions and expectations, and communicate the results.

## 5.8.2 Activities

The vendor must provide the following:

### 5.8.2.1 Workforce Master Test Plan and Strategy

For each major project iteration or phase, the vendor shall submit and/or enhance a Workforce test strategy and approach. The test strategy document should include, but not be limited to: testing methods, test types, schedules, conditions, scenarios, expected outcomes, data files and resources to be used to verify system readiness.

The test strategy must include and consider the following:

- A. A list of the high-level functional and system features to be tested;
- B. Scope of testing including components to be tested or not tested, expected risks if any, test dependencies, such as availability of converted data and completed components and other assumptions;
- C. A description or diagram of high-level architecture elements impacted by the testing;
- D. Test schedule and key milestones;
- E. Test data, test conditions and scenarios, and expected results;
- F. State and vendor resources required for testing;
- G. Testing strategy which includes testing approach (e.g. White Box, Black Box, Automated, Manual), types of tests (e.g. Build Verification, Functional, Usability, Business Rules, Recovery, Load, Performance, Stress, Regression, System or End-to-End);
- H. Test Entry/Exit Criteria;
- I. Defect tracking and resolution methods and severity notation guidelines;
- J. Regression testing strategy that addresses the retesting of an area that has, in the past, been considered ready for the end user;

K. Test Environments; and

L. Test Tool Requirements and Usage.

#### 5.8.2.2 Test Tools

The vendor shall provide a list of tools and products to be used for testing. The vendor will describe how the tools will be used and by whom. This includes any products and procedures used to produce test conditions and expectations, control test execution and scheduling, comparing actual outcomes to predicted outcomes, setting test preconditions, automating actual tests, capturing keystrokes, regression testing, volume testing, tracking defects, resolution, and retests, and other test results and reporting functions.

#### 5.8.2.3 Unit Test Planning

Workforce components, including data conversion components, will undergo unit testing prior to subsequent system and user acceptance testing. Unit testing must be conducted during system and data conversion development cycles and is intended to prepare for and simplify succeeding integrated tests. The vendor must describe its approach for quality unit testing and ensuring individual code readiness. For control purposes, the vendor will ensure testing and validation of individual units of code and document unit test results to State project management prior to subsequent system and other integrated testing.

#### 5.8.2.4 System Integration Test Planning

The vendor must deliver a test plan and strategy that addresses system integration testing of all Workforce components. The plan must include test conditions, cases and expectations for Workforce functional components, data conversion components and system interfaces. Testing must combine components together to determine and verify that functions are integrating well together and processing correctly. Item types to be tested include code modules, functional features, individual applications, external facing components, data flow between subsystems, interaction of components that work together and other system components. System integration testing must be conducted and documented by the vendor for specific components prior to User Acceptance Testing (UAT) of the components. Planning and results from system integration testing may be used as starting points for UAT.

#### 5.8.2.5 Performance, Load and Stress Test Planning

The vendor shall include performance, load and stress test planning within the system test plan. Performance and system stress testing must be designed to ensure that Workforce components, modules,

subsystems, and others are capable of operating at or above expected peak loads and levels. The plan must include evaluation of response time at remote State sites. Capacity, performance and scalability analysis and testing must be conducted to drive system optimization and related recommendations.

#### 5.8.2.6 User Acceptance Test Planning

The vendor shall develop and deliver the UAT strategy. The strategy must include the methods for documenting and communicating test results back to the vendor and other stakeholders. The vendor and the State will identify additional test cases and scenarios for inclusion in UAT. The State will test the functionality of the system and ancillary products along with selected conversion routines and system interfaces. The test will be conducted based on the acceptance test framework provided and finalized by the vendor and the State.

Testing must be conducted in designated locations throughout the State and in a testing environment simulated to operate like the production environment. The vendor must prepare the acceptance test environment including test data set-up, test cycles, and necessary Workforce configuration. For external Web modules (i.e., modules to be used by claimants and employers and other external users), testing must include the exercise of outward facing components within the top three (3) popular Web browsers at the time of testing.

#### 5.8.2.7 System Integration Test Results

Following State approval of the system test plan, the vendor shall complete testing consistent with the plan, and document results and corrective actions. For each major project iteration/phase, the vendor must document and supply system integration test results including performance, load and stress test results. Optimization and tuning recommendations should include:

- System performance optimization;
- Database optimization;
- Network optimization; and
- Hardware optimization.

System defects must be documented and tracked. Defects with a high severity level and/or that cause workflow stoppage must be corrected prior to submitting related Workforce components for UAT.

#### 5.8.2.8 User Acceptance Test Results

The User Acceptance Test (UAT) will be conducted primarily by the State with assistance from the vendor. Preparation and testing must be accomplished in an iterative fashion, performing as much testing as possible between revisions. Test preparation and actual testing will continue for each revision until results are satisfactory to the State's acceptance criteria.

The vendor must track User Acceptance Test results and complete necessary corrective actions prior to Workforce components migrating to production.

5.8.2.9 Test Artifacts, Executables, Scripts and Test Cases

The vendor must maintain a repository of test artifacts, executables, scripts and test cases and place them under version control using a configuration management process. At the conclusion of the project, the repository must be turned over to the State for ongoing system verification and validation.

5.8.3 Test Plan and Test Results Work Products

The vendor must produce the following Test Plan and Test Results work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Test Plan and Test Results Deliverable.

5.8.3.1 Test Planning and Strategy

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.8.2.1	Workforce Master Test Plan and Strategy	7
5.8.2.2	Test Tools	7
5.8.2.3	Unit Test Planning	7
5.8.2.4	System Integration Test Planning	10
5.8.2.5	Performance, Load and Stress Test Planning	10
5.8.2.6	User Acceptance Test Planning	10

5.8.3.2 Test Results

Work Product Number	Description of Work Product	State's Estimated Review Time (Working Days)
5.8.2.7	System Integration Test Results	15
5.8.2.8	User Acceptance Test Results	15
5.8.2.9	Test Artifacts, Executables, Scripts and Test Cases	15

5.8.4 Test Plan and Test Results Deliverables

The vendor must produce the following Test Plan and Test Results deliverables.

Deliverable Number	Description of Deliverable	Activity/ Work Product	State's Estimated Review time (Working Days)
5.8.4.1	Workforce Test Plan	5.8.2.1 through 5.8.2.5	7
5.8.4.2	Workforce Test Results	5.8.2.7 through 5.8.2.8	10

**5.9 WORKFORCE OPERATIONS AND SUPPORT DOCUMENTATION**

5.9.1 Objective

Provide the State with context sensitive online help and online manuals, that provide a comprehensive understanding of the new Workforce system from both a functional and technical perspective. The vendor will provide baseline documentation that reflects an understanding of the existing baseline/framework system as initially defined. Prior to acceptance testing, the vendor must provide updated documentation that reflects the new Workforce system modified, enhanced and prepared for Nevada.

5.9.2 Activities

The vendor must provide the following:

5.9.2.1 Baseline Documentation

The vendor shall provide available user and technical operational and support baseline documentation. Baseline documentation may include existing online help, existing system and user reference manuals, and other useful operational documentation already in place. Baseline documentation may be used as a starting point for enhancing products specific to Nevada.

#### 5.9.2.2 Updated Online Help

The vendor shall provide readily available and easily maintained online help to system users, which is context-sensitive and accessible by search. Online help must match the final Nevada system and should include tutorials, procedural directions, feature descriptions and applicable reference material for both internal and external users. Updated online help must be included in the test plan.

#### 5.9.2.3 Updated User Reference Material

The vendor shall provide detailed online user reference material that assists end users in accessing system features. The material shall include descriptions of application commands, keyboard functions, user interface controls, correspondence and form generation, error messages and actions, and an application glossary.

#### 5.9.2.4 Updated Technical and Operational Documentation

Updated online technical documentation must include all aspects of operations, hardware, software, network and database references, batch processing, system technical operation, back-up and recovery procedures, system table maintenance, system administration, security administration, interface operations and other system specific operations including the use of all system/data-related tools required to support the system. The vendor shall provide an online repository of detailed system information for use in installing, configuring and operating the system for all batch and offline mass print and production routines. Additionally, the vendor must provide other project artifacts and work materials that have a bearing on Workforce operations and ongoing support.

#### 5.9.2.5 Cultural Change Management Plan

The vendor will develop and maintain a Cultural Change Management Plan in collaboration with the State. This plan will detail how current and appropriate business processes, support services and functional roles will be transferred to the new production environment without interruption or degradation. The Cultural Change Management Plan will involve the following activities:

- A. The vendor will perform a process gap analysis identifying changes needed in the current business processes in order to support the use of the new system.
- B. Based on the gap analysis, the State will evaluate staffing roles and responsibilities required to support the new business

processes. The State will manage the transition of staffing resources to new roles with input from the vendor.

5.9.3 Workforce Operations and Support Documentation Work Products

The vendor must produce the following Workforce Operations and Support Documentation work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Workforce Operations and Support Documentation Deliverable.

5.9.3.1 Baseline Documentation

Work Product Number	Description of Work Product	State's Estimated Review Time (Working Days)
5.9.2.1	Baseline Documentation	15

5.9.3.2 Support Documentation

Work Product Number	Description of Work Product	State's Estimated Review Time (Working Days)
5.9.2.2	Updated Online Help	10
5.9.2.3	Updated Reference Materials	20
5.9.2.4	Updated Technical and Operational Documentation	10
5.9.2.5	Cultural Change Management Plan	10

5.9.4 Workforce Operations and Support Documentation Deliverables

The vendor must produce the following Workforce Operations and Support Documentation deliverables.

Deliverable Number	Description of Deliverable	Activity/ Work Product	State's Estimated Review time (Working Days)
5.9.4.1	Baseline Documentation	5.9.2.1	5
5.9.4.2	Workforce Operations Documentation	5.9.2.2 through 5.9.2.4	7

5.10 TRAINING

As a part of the training process, the vendor must identify and correct erroneous data through standard system procedures and develop and modify reports with available tools.

## 5.10.1 Objective

### 5.10.1.1 Knowledge Transfer Status Report

After each implementation iteration, the vendor must prepare and distribute a Knowledge Transfer Status Report to State Project Management.

The objective of this report is to develop a training plan and approach, produce training courses and training materials, and conduct train-the-trainer, end-user, and technical training. The vendor must attend and monitor all State-led Workforce project training sessions. Training State trainers will allow DETR staff to effectively conduct ongoing Workforce system training in the future. Training materials must reference appropriate system documentation and operating procedures.

The vendor must coordinate with State project management to arrange all training timelines.

## 5.10.2 Activities

The vendor must provide the following:

### 5.10.2.1 Training Plan

The vendor must develop a comprehensive Training Plan that outlines the training approach for the Workforce end-user community as well as technical staff training and knowledge transfer. The training plan must consider and include the following minimum content:

- A. Overall training strategy and approach, addressing end-user, technical and periodic Workforce operational requirements;
- B. A logical grouping and listing of State staff to be trained describing training needs by staff Workforce function and location. The estimated number to be trained as trainers is 25. These 25 trainers will be responsible for training another 500 program staff. The vendor is also expected to train 20 technical staff to support and operate the system;
- C. Information regarding training techniques to be used including lectures, videos, handouts, work samples, practice scenarios, reference sheets, student manuals, etc.;
- D. Outline of specific training courses including planned content, course overview and goals, course duration and anticipated timeline, student performance objectives, student profile and prerequisites, instructor prerequisites, course agenda, instructor

- planning, checklists, and notes, course materials list, and how to prepare and teach each course;
- E. Classroom requirements, desktop and software requirements, Workforce system access requirements, required user training security profiles, class locations, schedules and other logistics;
  - F. Knowledge transfer approach and content for training technical staff supporting and operating technical Workforce components; and
  - G. Overall training schedule that references all training to be provided including train-the-trainer, train end-users, and train technical staff.

In addition to a master electronic copy of each training course and related material, the vendor shall provide one (1) set of training materials per student per class, and one (1) set of instructor materials per instructor per class unless otherwise approved by the State.

#### 5.10.2.2 Training Data

The vendor shall prepare and install permanent training data that supports the planned training courses. The training data and supporting files will contain necessary data conditions for each training course. The training data must be capable of being reset or staged as needed to allow proper alignment of training data to training objectives. Instructions for operating and maintaining the training data will be provided to the State during technical and operations training.

#### 5.10.2.3 User Training

The vendor will work with the State to assess end-user training needs and arrange all training timelines and locations, including night shift staff.

- A. The vendor must conduct and train internal State trainers. The vendor must monitor planned and scheduled State-led training sessions for remaining end-user staff and provide monitoring staff for each training location and session.
- B. User training must include Workforce business functions, creation of correspondence, templates, forms and letters, rules, security profile maintenance, screen navigation and operation, report selection and submission, online help, tips, traps, Workforce operational schedules and timelines, and other user functionality. Functional training must cover at a minimum:

1. Contributions, Wage, Benefits, Appeals, Fraud, Financial Management and other Workforce business and Concept of Operations topics; and
2. Reporting and Correspondence operations, Self-service functions, Rules Management, Case Management and Workflow, and Document Management.

#### 5.10.2.4 Technical and Operations Training

- A. The vendor shall provide a combination of hands-on and classroom training for technical and system operations staff. The vendor shall ensure that sufficient training sessions are scheduled to train all staff identified and that sufficient transfer of knowledge occurs to allow the State to properly operate and maintain the Workforce modernization system environment.
- B. Technical transfer of knowledge must include system support and operational aspects such as hardware and software support, design, development and test tool sets, patch and upgrade application, network and database support, batch processing, system technical operation, back-up and recovery steps, system table maintenance, system administration, security administration, interface operation and monitoring, system maintenance, implementation and other system specific operations including the use of all system/data-related tools required to support the system.
- C. Prior to project closure, State technical staff must be trained and oriented to support the system internally as much as possible, without involving vendor resources. Sufficient training and knowledge transfer should occur to allow State technical staff to accomplish the following with little or no vendor contact:
  1. Change system parameters and tables as needed to keep the system current.
  2. Modify the operating procedures as needed to streamline operation of the system.
  3. Identify additional training to assure that department users and designated stakeholders operate the system proficiently.
  4. Maintain the production environment with adequate capacity and performance to properly support the system.
  5. Effectively deploy new functionality.

- 6. Efficiently maintain and operate Workforce system interfaces.

5.10.2.5 Knowledge Transfer Status Report

At a minimum, for each knowledge area, the training must include:

- A. Vendor personnel delivering the knowledge transfer;
- B. Course evaluation results;
- C. State personnel receiving the knowledge transfer;
- D. Knowledge transfer delivery method;
- E. Date delivered; and
- F. Practice opportunities.

5.10.3 Training Work Products

The vendor must produce the following Training work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Training Deliverable.

5.10.3.1 Training Plan and Data

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State’s Estimated Review Time (Working Days)</b>
5.10.2.1	Training Plan	10
5.10.2.2	Training Data	7

5.10.3.2 Training

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State’s Estimated Review Time (Working Days)</b>
5.10.2.3	User Training	10
5.10.2.4	Technical and Operations Training	10
5.10.2.5	Knowledge Transfer Status Report	5

#### 5.10.4 Training Deliverables

The vendor must produce the following Training deliverables.

<b>Deliverable Number</b>	<b>Description of Deliverable</b>	<b>Activity/ Work Product</b>	<b>State's Estimated Review time (Working Days)</b>
5.10.4.1	Training Plan	5.10.2.1 through 5.10.2.2	7
5.10.4.2	Training	5.10.2.3 through 5.10.2.4	10

### 5.11 PRODUCTION SYSTEM IMPLEMENTATION

#### 5.11.1 Objective

The vendor will work with the State to implement the Workforce modernization system into production. For each major project iteration/phase, the vendor shall prepare an implementation plan and schedule. The plan will describe the steps, tasks, schedules and responsibilities for migrating approved Workforce components into production. Once implemented, the vendor will operate and monitor production operations, optimize and tune production Workforce components to meet requirements and document implementation results. The vendor must operate the production system and provide Workforce production support and operations for each major project iteration/phase until all iterations are complete and the State has accepted all Workforce modernization final products.

#### 5.11.2 Activities

The vendor must provide the following:

##### 5.11.2.1 Production System Implementation Plan

- A. The vendor shall develop, deliver, maintain and execute a Production System Implementation Plan which identifies key milestones, methods, processes, equipment and software requirements, staffing, deliverables and success criteria necessary to fully implement the system.
- B. The Production System Implementation Plan includes all major activities involved in cut-over, final conversion, training, site preparation, interface initiation and system deployment.
- C. The plan must include:

1. System and business continuity contingency and/or fallback steps should the production cut-over be disrupted during actual implementation;
  2. Tasks to be performed by State and vendor resources;
  3. An estimate of State staff effort, task time, and resources necessary to complete implementation; and
  4. Contingency plan for reverting resources back to current processes in case of severe production implementation issues.
- D. The Plan will be updated for each major project iteration/phase released into production.

#### 5.11.2.2 Business Services Migration Inventory

The vendor shall prepare and maintain a Business Services Migration Inventory that defines how current and appropriate business processes and support services will be transferred to the new production environment. The inventory will be used to ensure that existing production processes and/or services continue without interruption or degradation while migrating to the new Workforce production environment. The migration inventory shall include the following:

- A. Identification of business processes and services that will be converted or migrated to the new production environment;
- B. List of supporting products and processes required for transition and ongoing support of the business;
- C. Identification of tasks and processes that require an interface with another agency or system to continue effective processing;
- D. Identification of ownership, roles, responsibilities, tools, conversion and schedules for each task and process to be migrated;
- E. Strategy and rollout schedule for initiating/commencing State staff and resources onto the production environment during initial implementation startup and transition to new system tasks and services; and
- F. Maintenance and final status of any decommissioned legacy data, database(s) and associated systems.

#### 5.11.2.3 Production Site Preparation

The vendor will establish and coordinate production site preparation. The vendor will ensure that necessary equipment, software, network connectivity, interfaces, power, data storage and conversion, and other required components are in place prior to production cut-over. The vendor will monitor related tasks and resources to ensure that all production site and environment preparations are ready and completed in accordance with specifications and cut-over plans. The vendor shall provide site specification and preparation information that meets the following:

- A. List of hardware, software and network requirements;
- B. Software requirements with product names, version numbers, number of licenses needed for full implementation, function, and operating system requirements;
- C. Installation and configuration guidelines for use in configuration of all hardware and software, including conversion requirements;
- D. Network capacity specifications for use in capacity planning;
- E. Identification of high-level tasks for the evaluation of system requirements, installation, testing, verification, and certification of production system infrastructures and associated readiness;
- F. Identification of network, workstation, printer, software, and other desktop and data processing equipment, products, or services necessary for the operation of the system at all implementation sites; and
- G. Identification of vendor and State roles, responsibilities and activities to complete site preparations.

#### 5.11.2.4 Production System Implementation

The vendor shall execute the approved production system cut-over and implementation plan and related procedures according to established schedules and timelines. The vendor will coordinate actual data conversion, system start-up, and business and systems operations. During the initial cut-over and first three (3) weeks of operation, the vendor will provide resources at DETR's primary business locations to assist the end-user community with cut-over tasks and start-up operations and provide hands-on instruction and help. Initial system discrepancies and issues will be logged, categorized, and prioritized for resolution with input from State project management.

#### 5.11.2.5 Post Implementation Review

Within 90 business days following production system implementation, the vendor shall conduct a Post Implementation Review to verify completion of deployment activities and determine if business sites are operating as expected. Information to be provided within the Post Implementation Review report include the following:

- A. Overview of implementation results;
- B. Summary of data cleanup activities completed and required;
- C. Summary of data conversion activities completed and required;
- D. Identification of business sites implemented;
- E. Count of users trained by location;
- F. Description of major issues encountered, resolutions completed, and corrective action plans for outstanding issues;
- G. Comparison of planned and actual implementation schedule;
- H. Summary of end-user and technical feedback regarding system usage and processing post implementation; and
- I. Lessons learned for subsequent Workforce enhancement and change redeployment.

#### 5.11.2.6 Production System Operations and Support

The vendor must provide production system operations, monitor and manage production system activities including production inputs and outputs, and provide production system support for each project iteration/phase implementation until all major project phases are complete.

Operational support includes, but is not limited to:

- A. Batch process operations;
- B. System backup and recovery operations;
- C. System monitoring, maintenance, and scheduling;
- D. Production software upgrades and releases;
- E. System table maintenance;
- F. Batch report, form, letter, and payment generation;
- G. Security operations and support, and
- H. Other technical Workforce production support processes.

In addition to the above, the vendor will produce, update and provide system support facilitation procedures. The procedures will include step by step instructions, necessary file and component

names and other content and constructs that facilitate production system operations.

### 5.11.3 Production System Implementation Work Products

The vendor must produce the following Production System Implementation work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Production System Implementation Deliverable.

#### 5.11.3.1 Production System Plan and Inventory

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.11.2.1	Production System Implementation Plan	15
5.11.2.2	Business Services Migration Inventory	10

#### 5.11.3.2 Production System Implementation

<b>Work Product Number</b>	<b>Description of Work Product</b>	<b>State's Estimated Review Time (Working Days)</b>
5.11.2.3	Production Site Preparation	7
5.11.2.4	Production System Implementation	10
5.11.2.5	Post Implementation Review	10
5.11.2.6	Production System Operations and Support	10

### 5.11.4 Production System Implementation Deliverables

The vendor must produce the following Production System Implementation deliverables.

<b>Deliverable Number</b>	<b>Description of Deliverable</b>	<b>Activity/ Work Product</b>	<b>State's Estimated Review time (Working Days)</b>
5.11.4.1	Production System Implementation Plan	5.11.2.1 through 5.11.2.3	5
5.11.4.2	Production System Implementation	5.11.2.4 through 5.11.2.6	15

## 5.12 WARRANTY AND MAINTENANCE SUPPORT

### 5.12.1 Objective

Provide production system warranty and maintenance support (i.e., problem resolution and product maintenance and enhancements). Warranty begins once all project implementation iterations and phases are fully implemented and stabilized by the vendor, and all project products and services are reviewed and accepted by the State.

## 5.12.2 Activities

The vendor must provide the following:

### 5.12.2.1 Warranty

Workforce modernization warranty and system support is a period of 12 months. Warranty and system support begins once all project phases are complete and all deliverables have been received, reviewed and approved by the State. The vendor must fully implement the system and finalize system support procedures prior to warranty start. Tasks to be completed prior to the warranty period include, but are not limited to, the following:

- A. All system documentation, operating procedures, and user desk procedures are defined and provided;
- B. Training has been completed;
- C. Automated environments are fully implemented and stable;
- D. Each iteration of the system has been tested, converted, installed and sufficiently monitored in production to validate operation and business cycles; and
- E. Final State approval and acceptance of Workforce modernization has occurred.

All Workforce modernization automated components, vendor provided hardware and software, vendor produced work products, deliverables, designs, developments, implementations, materials, and other vendor produced services and products provided to the State during the course of this RFP and related contract are covered under the warranty.

### 5.12.2.2 Vendor Maintenance and Support

For a period of 12 months, coinciding with the Warranty, the vendor shall provide system maintenance and product support to the State. Vendor maintenance and product support during this period will cover both warranty items as well as State requested system enhancements and modifications. Vendor products and services under warranty and found to be deficient by the State will be submitted to the vendor for vendor resolution and correction at no

cost. Deficiency resolution due dates will be mutually agreed to by the State and the vendor based on the State's operational impact and priority.

When new system maintenance and/or enhancement requests occur, the State will submit the request to the vendor for review and assessment.

A minimum of 2,400 vendor hours must be included within the vendor's Workforce modernization solution response to cover non-warranty State requested system enhancements and modifications. The vendor will evaluate requests and provide an estimate to complete to the State. If acceptable, the State will engage the vendor to complete the modification. The vendor may also submit new maintenance and enhancement requests to the State for consideration. Steps for submitting and initiating new system maintenance and/or enhancement requests include:

- A. Vendor system maintenance support requests are initiated by the State or the vendor when new requirements or system enhancements occur.
- B. Unless otherwise agreed, the vendor must evaluate and respond to State initiated support requests within three (3) business days of receipt. The response must:
  1. Uniquely identify the request;
  2. Define the problem or need, risk, and scope;
  3. Include one (1) or more support recommendations (i.e., training issue and resolution, system problem and resolution, third-party product issue and resolution, maintenance and/or enhancement resolution);
  4. Indicate system and operational impact; and
  5. Estimate maintenance timeline and hours by vendor resource.

The State may accept or reject the request estimate, and/or may modify the request to better satisfy their business need. If more time is needed to generate a thorough response, the time must be mutually agreed upon by the State and the vendor.

- C. Support maintenance may also be initiated by the vendor through a support recommendation sent to the State. The recommendation must identify the support intent (i.e., problem

resolution, maintenance and/or enhancement), the request scope and the hours estimated to complete.

- D. The State must authorize all support requests in writing prior to engagement of vendor resources. A support log, for both authorized and otherwise support requests will be maintained by the State.

5.12.3 Warranty and Maintenance Support Work Products

The vendor must produce the following Warranty and Maintenance Support work products and provide updated and incremented versions for each when a major project iteration/phase/implementation occurs until all major iterations or phases are complete. The completed work products must be submitted as part of the Warranty and Maintenance Support Deliverable.

5.12.3.1 Warranty and Maintenance Support

Work Product Number	Description of Work Product	State's Estimated Review Time (Working Days)
5.12.2.1	Warranty	7
5.12.2.2	Vendor Maintenance and Support	10

5.12.4 Warranty and Maintenance Support Deliverables

The vendor must produce the following Warranty and Maintenance Support deliverables.

Deliverable Number	Description of Deliverable	Activity/ Work Product	State's Estimated Review time (Working Days)
5.12.4.1	Warranty and Maintenance Support	5.12.2.1 through 5.12.2.2	10

**6. COMPANY BACKGROUND AND REFERENCES**

**6.1 VENDOR INFORMATION**

- 6.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	
Ownership (sole proprietor, partnership, etc.):	
State of incorporation:	
Date of incorporation:	
# of years in business:	
List of top officers:	
Location of company headquarters:	

Question	Response
Location(s) of the company offices:	
Location(s) of the office that will provide the services described in this RFP:	
Number of employees locally with the expertise to support the requirements identified in this RFP:	
Number of employees nationally with the expertise to support the requirements in this RFP:	
Location(s) from which employees will be assigned for this project:	

6.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State’s Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

6.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State’s Office pursuant to NRS76. Information regarding the Nevada Business License can be located at <http://sos.state.nv.us>.

Question	Response
Nevada Business License Number:	
Legal Entity Name:	

Is “Legal Entity Name” the same name as vendor is doing business as?

Yes		No	
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If “No”, provide explanation.

6.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

6.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes		No	
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If “Yes”, complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	

Question	Response
State agency contact name:	
Dates when services were performed:	
Type of duties performed:	
Total dollar value of the contract:	

6.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	
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If “Yes”, please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

6.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor’s ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

Yes		No	
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If “Yes”, please provide the following information. Table can be duplicated for each issue being identified.

Question	Response
Date of alleged contract failure or breach:	
Parties involved:	
Description of the contract failure, contract breach, litigation, or investigation, including the products or services involved:	
Amount in controversy:	
Resolution or current status of the dispute:	

Question	Response	
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

- 6.1.8 Vendors must review the insurance requirements specified in **Attachment E, Insurance Schedule for RFP 3199**. Does your organization currently have or will your organization be able to provide the insurance requirements as specified in **Attachment E**.

Yes		No	
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Any exceptions and/or assumptions to the insurance requirements **must** be identified on **Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP**. Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Upon contract award, the successful vendor **must** provide the Certificate of Insurance identifying the coverages as specified in **Attachment E, Insurance Schedule for RFP 3199**.

- 6.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.
- 6.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.
- 6.1.11 Financial information and documentation to be included in **Part III, Confidential Financial Information** of vendor’s response in accordance with **RFP Section 12.5, Part III – Confidential Financial**.
- 6.1.11.1 Dun and Bradstreet Number
- 6.1.11.2 Federal Tax Identification Number
- 6.1.11.3 The last two (2) years and current year interim:
- A. Profit and Loss Statement
- B. Balance Statement

## 6.2 SUBCONTRACTOR INFORMATION

- 6.2.1 Does this proposal include the use of subcontractors?

Yes		No	
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If “Yes”, vendor must:

- 6.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services.
- 6.2.1.2 If any tasks are to be completed by subcontractor(s), vendors must:
  - A. Describe the relevant contractual arrangements;
  - B. Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and
  - C. Describe your previous experience with subcontractor(s).
- 6.2.1.3 Vendors must describe the methodology, processes and tools utilized for:
  - A. Selecting and qualifying appropriate subcontractors for the project;
  - B. Incorporating the subcontractor's development and testing processes into the vendor's methodologies;
  - C. Ensuring subcontractor compliance with the overall performance objectives for the project; and
  - D. Ensuring that subcontractor deliverables meet the quality objectives of the project.
- 6.2.1.4 Provide the same information for any proposed subcontractors as requested in RFP Section 6.1, Vendor Information.
- 6.2.1.5 Business references as specified in RFP Section 6.3, Business References must be provided for any proposed subcontractors.
- 6.2.1.6 Provide the same information for any proposed subcontractor staff as specified in RFP Section 6.4, Vendor Staff Skills and Experience Required.
- 6.2.1.7 Staff resumes for any proposed subcontractors as specified in RFP Section 6.5, Vendor Staff Resumes.
- 6.2.1.8 Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.
- 6.2.1.9 Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in RFP

Section 6.2, Subcontractor Information. The vendor must receive agency approval prior to subcontractor commencing work.

6.2.1.10 All subcontractor employees assigned to the project must be authorized to work in this country.

**6.3 BUSINESS REFERENCES**

6.3.1 Vendors should provide a minimum of three (3) business references from similar projects, preferably Unemployment Insurance, performed for public and/or private, state and/or large local government clients within the last five (5) years.

6.3.2 Business references must show a proven ability of:

6.3.2.1 Analyzing, designing, developing, implementing and/or transferring a large scale application with public and/or private sectors;

6.3.2.2 Developing and executing a comprehensive application test plan;

6.3.2.3 Developing and implementing a comprehensive training plan;

6.3.2.4 Experience with comprehensive project management;

6.3.2.5 Experience with cultural change management;

6.3.2.6 Experience with managing subcontractors; and

6.3.2.7 Development and execution of a comprehensive project management plan.

6.3.3 Vendors must provide the following information for every business reference provided by the vendor and/or subcontractor:

The “Company Name” must be the name of the proposing vendor or the vendor’s proposed subcontractor.

<b>Reference #:</b>			
<b>Company Name:</b>			
<i>Identify role company will have for this RFP project (Check appropriate role below):</i>			
	<b>VENDOR</b>		<b>SUBCONTRACTOR</b>
Project Name:			
<b>Primary Contact Information</b>			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			

Email address:	
<b>Alternate Contact Information</b>	
Name:	
Street Address:	
City, State, Zip:	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
<b>Project Information</b>	
Brief description of the project/contract and description of services performed:	
Original Project/Contract Start Date:	
Original Project/Contract End Date:	
Original Project/Contract Value:	
Final Project/Contract Date:	
Was project/contract completed in time originally allotted, and if not, why not?	
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	

- 6.3.4 Vendors must also submit *Attachment F, Reference Questionnaire* to the business references that are identified in *RFP Section 6.3.3*.
- 6.3.5 The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.
- 6.3.6 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in *RFP Section 10, RFP Timeline* for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.
- 6.3.7 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

#### **6.4 VENDOR STAFF SKILLS AND EXPERIENCE REQUIRED**

The vendor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined in the Scope of Work. The State must approve all awarded vendor resources. The State reserves the right to require the removal of any member of the awarded vendor's staff from the project.

The vendor shall describe the level of access the proposed project team members will have within its organization and the authority they have to commit to vendor's resources to meet unexpected increases in activities and/or response to customer service issues.

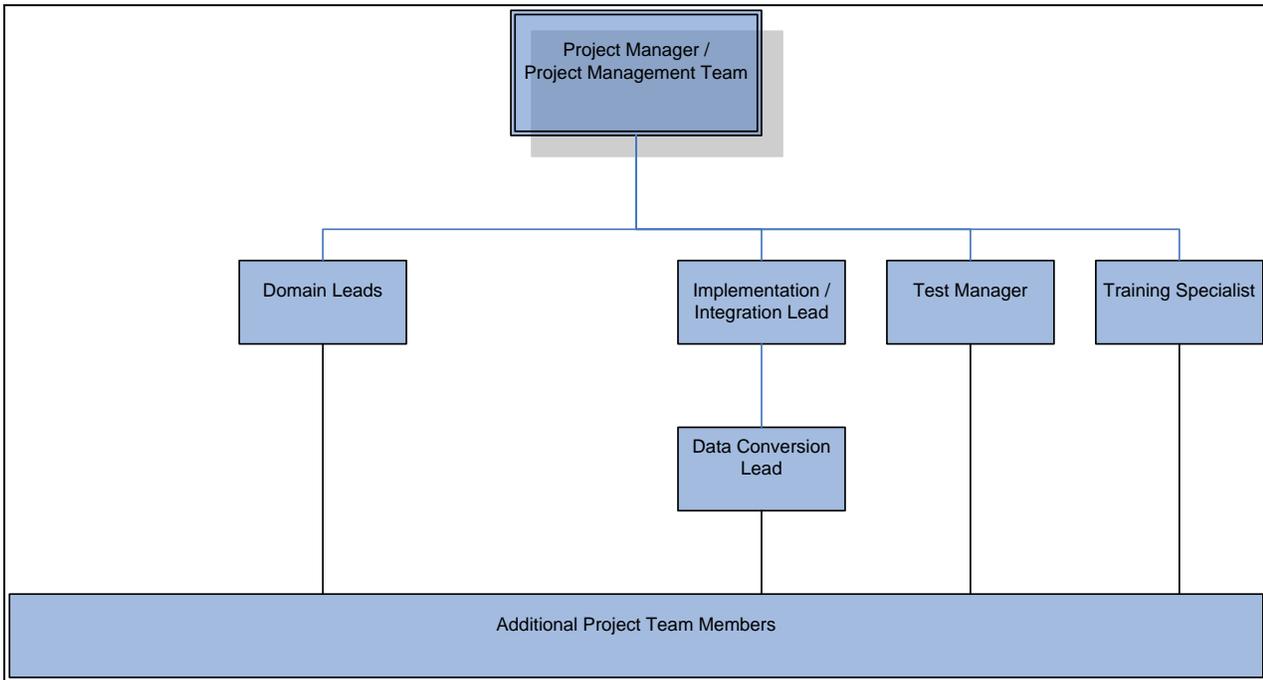
The vendor shall provide the availability time frame of project team members and the percentage of time these individuals are available for project-related activities both onsite and offsite.

The required and desired qualifications required for project team members are provided below and should be clearly addressed in the vendor staff resumes referenced in **RFP Section 6.4, Vendor Staff Resumes**.

**Figure 6.4.0, High-Level Organizational Chart** below, represents a high-level depiction of project team members. The chart is provided solely for illustrative purposes and should not be construed as a set or required organizational structure. However, “key” project positions must be included on the vendor’s project team.

The vendor shall propose a project team that meets the experience and qualification requirements outlined in this RFP and is capable of successfully implementing the State’s Workforce modernization requirements.

**Figure 6.4.0 High-Level Organizational Chart**



6.4.1 Project Manager Qualifications

The Project Manager assigned by the awarded vendor to the engagement must have:

- 6.4.1.1 A minimum of eight (8) years of project management experience in government or the private sector;

- 6.4.1.2 A minimum of one (1) project of similar scope and duration serving as the Project Manager;
- 6.4.1.3 A minimum of three (3) years of experience, managing systems architecture, development and implementation projects;
- 6.4.1.4 A minimum of four (4) years of experience using project management methodologies and associated tools and metrics;
- 6.4.1.5 Completed at least one (1) project that involved designing business processes and procedures and developing new systems to support the new, innovative solutions that support business processes;
- 6.4.1.6 Completed at least one (1) project that involved communication and customer relationship management activities with internal and external stakeholders.
- 6.4.1.7 Demonstrated ability in six (6) or more project manager competencies as identified below:
  - A. Scope Definition;
  - B. Communications Planning;
  - C. Resource Planning;
  - D. Schedule Development;
  - E. Risk Management;
  - F. Project Monitoring;
  - G. Issue Management and Resolution;
  - H. Project Cost Management;
  - I. Work Breakdown Structure (WBS);
  - J. Change Control and Configuration Management;
  - K. Project Reporting;
  - L. Activity Definition and Sequencing; or
  - M. Project Execution and Control.
- 6.4.1.8 Project management experience in one (1) or more of the following business applications: Workforce Management, Financial Accounting, Case Management, Tax Collection, Insurance or Claim Processing; and
- 6.4.1.9 Demonstrated ability to communicate and translate technical terminology, concepts and issues in terms understandable to technical and non-technical management and resource staff.
- 6.4.1.10 Desired Project Manager Qualifications are as follows:
  - A. Current Project Management Professional (PMP) certification from Project Management Institute (PMI) or similar certifications;

- B. Experience as Project Manager on a large-scale software development project that exceeded \$5.0 million; and
- C. A minimum of three (3) years of Workforce Management experience.

#### 6.4.2 Implementation/Integration Lead Qualifications

The Implementation/Integration Lead is responsible for the timely coordination of all implementation and integration-related tasks. At a minimum, this role defines and communicates all implementation/integration tasks, manages statewide rollout activities, identifies issues and if necessary escalates issues to the Project Management team. The Implementation/Integration Lead coordinates the procurement, receipt and deployment of computer equipment and software.

The implementation lead assigned by the awarded vendor must have:

- 6.4.2.1 A minimum of three (3) years of experience managing the implementation of new business processes and procedures and new automated systems to support the new business processes;
- 6.4.2.2 A minimum of two (2) years of experience managing the implementation of Internet applications;
- 6.4.2.3 Completed at least one (1) project within the past three (3) years that involved the procurement, receipt and make ready of computer equipment and software;
- 6.4.2.4 Completed at least one (1) project within the past three (3) years that involved a phased implementation where systems activities were coordinated between the old and new system environments.
- 6.4.2.5 A minimum of three (3) years of direct experience with the proposed application software and database technologies;
- 6.4.2.6 A minimum of one (1) project of similar scope as Integration/Implementation Lead for the testing and deployment of large systems application;
- 6.4.2.7 A minimum of one (1) project of similar scope managing three (3) or more staff;
- 6.4.2.8 A minimum of two (2) years direct experience with proposed software development methodology and application framework;
- 6.4.2.9 A minimum of two (2) years direct experience with object-oriented design and modeling using UML;
- 6.4.2.10 A minimum of four (4) years' experience designing, developing, and managing the implementation of secure, high volume customer-

facing applications supporting mission critical applications and 24X7 enterprise applications;

6.4.2.11 Solid understanding of project lifecycle including requirements gathering, analysis, design, development, testing and implementation; and

6.4.2.12 Demonstrated ability to translate and communicate technical terminology, concepts and issues in terms understandable to technical and non-technical management and resource staff.

6.4.2.13 Desired Qualifications

A. Experience as Lead Developer on a large-scale software development project that exceeded \$7.0 million;

B. Experience as Lead Developer on large-scale government or private sector insurance or financial software development project; and

C. A minimum of three (3) years of Workforce Management experience.

6.4.3 Data Conversion Development Lead

Required Data Conversion Development Lead qualifications are as follows:

6.4.3.1 A minimum of three (3) years of direct experience with remediating and converting legacy non-relational data to relational databases;

6.4.3.2 A minimum of two (2) years direct experience with proposed software development methodology and application framework;

6.4.3.3 A minimum of one (1) project of similar scope as the Data Conversion Technical Team Lead managing three (3) or more staff;

6.4.3.4 A minimum of two (2) years direct experience with proposed conversion product(s) and automated processes to optimize the conversion process;

6.4.3.5 A minimum of two (2) years direct experience with database technologies;

6.4.3.6 A minimum of two (2) years experience in the definition of transformation and mapping rules associated with the conversion or scrubbing/cleansing of legacy data;

- 6.4.3.7 Solid understanding of project lifecycle including requirements gathering, analysis, design, development, testing and implementation; and
- 6.4.3.8 Demonstrated ability to translate and communicate technical terminology, concepts and issues in terms understandable to technical and non-technical management and resource staff.
- 6.4.3.9 Desired Data Conversion Development Lead qualifications are as follows:
  - A. Experience as Data Conversion Lead on a large-scale software development project that exceeded \$7.0 million;
  - B. Experience as Data Conversion Lead on large-scale government or private sector insurance or financial software development project;
  - C. A minimum of three (3) years of Workforce Management experience;
  - D. Experience in analysis required for converting data from multiple sources; and
  - E. Experience in at least one (1) project where iterative development, testing and implementation cycles of the conversion process were performed.

#### 6.4.4 Test Manager

Required Test Manager Qualifications are as follows:

- 6.4.4.1 A minimum of four (4) years of direct experience executing formal, written functional, integration, and system test procedures in compliance with a widely recognized standard such as IEEE or ISO;
- 6.4.4.2 A minimum of three (3) years of experience in managing test plans, test cases, test scenarios, defect tracking and defect resolution and procedures in compliance with IEEE standards;
- 6.4.4.3 A minimum of two (2) years of experience creating and maintaining test beds as well as release management across test environments;
- 6.4.4.4 A minimum of two (2) years of experience in testing on a project using automation testing tools such as Test Management, Functional/Regression, Load/Performance, Link Checking, GUI testing as well as scripting languages;

- 6.4.4.5 A minimum of three (3) years experience in the role of Test Manager leading testing resources for a project of similar scope;
- 6.4.4.6 A minimum of one (1) year experience on a project where iterative testing was performed, with multiple production deployments;
- 6.4.4.7 A minimum of one (1) year of experience using MS Project;
- 6.4.4.8 Experience with tracking and reporting quality-related metrics;
- 6.4.4.9 Solid understanding of project lifecycle including requirements gathering, analysis, design, development, testing and implementation; and
- 6.4.4.10 Demonstrated ability to communicate and translate technical terminology, concepts and issues in terms understandable to technical and non-technical management and resource staff.
- 6.4.4.11 Desired Qualifications

Desired Test Manager Qualifications are as follows:

- A. Experience as Test Manager on a large-scale software development project that exceeded \$7.0 million;
- B. Experience as Test Manager on large-scale government or private sector insurance or financial software development project; and
- C. A minimum of three (3) years of Workforce Management experience.

#### 6.4.5 Training Specialist

Required Training Specialist qualifications are as follows:

- 6.4.5.1 A minimum of two (2) years of direct experience developing and executing technical training plans which include curriculum and training material development, training class coordination, and training monitoring and evaluation and training schedules;
- 6.4.5.2 A minimum of one (1) year of experience in the role of Training Specialist for a project of similar scope;
- 6.4.5.3 A minimum of one (1) year of experience developing and documenting procedures such as desk procedures;
- 6.4.5.4 Demonstrated experience in the technical aspects of supporting a training environment; and

6.4.5.5 Demonstrated ability to communicate and translate technical terminology, concepts and issues in terms understandable to technical and non-technical management and resource staff.

6.4.5.6 Desired Qualifications

Desired Training Specialist qualifications are as follows:

- A. Demonstrated experience using RoboHelp or similar help system software;
- B. Experience as a Training Specialist on a large-scale software development project that exceeded \$7.0 million;
- C. Experience as Training Specialist on large-scale government or private sector insurance or financial software development project; and
- D. A minimum of two (2) years of Workforce Management experience.

6.4.6 Individual Team Member Qualifications

Each member of the awarded vendor's project team must meet at least one (1) of the qualifications below. In addition, the aggregation of the individual qualifications of the team members must cumulatively meet all of the following requirements. These requirements are:

- 6.4.6.1 At least two (2) years of experience analyzing and modeling business processes;
- 6.4.6.2 At least two (2) years of experience designing and implementing data warehouse, data marts and ETL designing;
- 6.4.6.3 At least one (1) year of experience completing business transformation analysis and cultural change management;
- 6.4.6.4 At least two (2) years experience designing online user interfaces using the tools proposed for this project;
- 6.4.6.5 At least three (3) years of experience developing system to system interfaces;
- 6.4.6.6 At least three (3) years of experience with secure Internet applications using the tools proposed for this project;
- 6.4.6.7 Completed at least one (1) project that involved development of course outlines and materials and organizing and conducting classes to support the implementation of new business processes and systems; and

- 6.4.6.8 Have a solid understanding of project lifecycle, including requirements gathering, analysis, design, development, testing and implementation.

## **6.5 VENDOR STAFF RESUMES**

A resume must be completed for each proposed individual on the State format provided in *Attachment I, Proposed Staff Resume*, including identification of key personnel per *RFP Section 14.3.19, Key Personnel*.

## **6.6 RESOURCE MATRIX**

Vendors must provide a resource matrix broken down by task, to include the following:

- 6.6.1 Proposed staff classification;
- 6.6.2 Estimated number of vendor staff per classification;
- 6.6.3 Estimated number of hours per person, per classification;
- 6.6.4 Estimated start date (i.e., one week, two weeks) per classification of vendor staff to begin work on project after contract approval by BOE;
- 6.6.5 Identification of percent of each deliverable to be completed by the prime (P) contractor and/or subcontractor (S). If more than one (1) subcontractor is proposed, the vendor must clearly identify the company with whom the individual is associated;
- 6.6.6 Estimated percentage of work performed on site by vendor staff;
- 6.6.7 Estimated percentage of work performed off-shore by vendor staff; and
- 6.6.8 Estimated number of State staff required (FTE).

## **6.7 PRELIMINARY PROJECT PLAN**

- 6.7.1 Vendors must submit a preliminary project plan as part of the proposal, including, but not limited to:
  - 6.7.1.1 Gantt charts that show all proposed project activities;
  - 6.7.1.2 Planning methodologies;
  - 6.7.1.3 Milestones;
  - 6.7.1.4 Task conflicts and/or interdependencies;

- 6.7.1.5 Estimated time frame for each task identified in Section 5, Scope of Work; and
- 6.7.1.6 Overall estimated time frame from project start to completion for both Contractor and State activities, including strategies to avoid schedule slippage.
- 6.7.2 Vendors must provide a written plan addressing the roles and responsibilities and method of communication between the contractor and any subcontractor(s).
- 6.7.3 The preliminary project plan will be incorporated into the contract.
- 6.7.4 The first project deliverable is the finalized detailed project plan that must include fixed deliverable due dates for all subsequent project tasks as defined in **RFP Section 5, Scope of Work**. The contract will be amended to include the State approved detailed project plan.
- 6.7.5 Vendors must identify all potential risks associated with the project, their proposed plan to mitigate the potential risks and include recommended strategies for managing those risks.
- 6.7.6 Vendors must provide information on the staff that will be located on-site in Carson City. If staff will be located at remote locations, vendors must include specific information on plans to accommodate the exchange of information and transfer of technical and procedural knowledge. The State encourages alternate methods of communication other than in person meetings, such as transmission of documents via email and teleconferencing, as appropriate.

## **6.8 PROJECT MANAGEMENT**

Vendors must describe the project management methodology and processes utilized for:

- 6.8.1 Project integration to ensure that the various elements of the project are properly coordinated;
- 6.8.2 Project scope to ensure that the project includes all the work required and only the work required to complete the project successfully;
- 6.8.3 Time management to ensure timely completion of the project. Include defining activities, estimating activity duration, developing and controlling the project schedule;
- 6.8.4 Management of contractor and/or subcontractor issues and resolution process;
- 6.8.5 Responding to and covering requested changes in the project time frames;
- 6.8.6 Responding to State generated issues;

- 6.8.7 Cost management to ensure that the project is completed within the approved budget. Include resource planning, cost estimating, cost budgeting and cost control;
- 6.8.8 Resource management to ensure the most effective use of people involved in the project including subcontractors;
- 6.8.9 Communications management to ensure effective information generation, documentation, storage, transmission and disposal of project information; and
- 6.8.10 Risk management to ensure that risks are identified, planned for, analyzed, communicated and acted upon effectively.

## **6.9 QUALITY ASSURANCE**

Vendors must describe the quality assurance methodology and processes utilized to ensure that the project will satisfy State requirements as outlined in *RFP Section 5, Scope of Work* of this RFP.

## **6.10 METRICS MANAGEMENT**

Vendors must describe the metrics management methodology and processes utilized to satisfy State requirements as outlined in *RFP Section 5, Scope of Work* of this RFP. The methodology must include the metrics captured and how they are tracked and measured. Vendors must describe how these metrics will be communicated to internal and external stakeholders.

## **6.11 CONFIGURATION MANAGEMENT**

Vendors must describe the methodology, processes and project tools utilized for:

- 6.11.1 Control of changes to requirements, design and code.
- 6.11.2 Control of interface changes.
- 6.11.3 Traceability of requirements, design and code.
- 6.11.4 Tools to help control versions and builds.
- 6.11.5 Parameters established for regression testing.
- 6.11.6 Baselines established for tools, change log and modules.
- 6.11.7 Documentation of the change request process including check in/out, review and regular testing.
- 6.11.8 Documentation of the change control board and change proposal process.
- 6.11.9 Change log that tracks open/closed change requests.

## 6.12 PEER REVIEW MANAGEMENT

Vendors must describe the methodology, processes and tools utilized for:

- 6.12.1 Peer reviews conducted for design, code and test cases;
- 6.12.2 Number of types of people normally involved in peer reviews;
- 6.12.3 Types of procedures and checklists utilized;
- 6.12.4 Types of statistics compiled on the type, severity and location of errors; and
- 6.12.5 How errors are tracked to closure.

## 6.13 PROJECT SOFTWARE TOOLS

- 6.13.1 Vendors must describe any software tools and equipment resources to be utilized during the course of the project including minimum hardware requirements and compatibility with existing computing resources as described in ***RFP Section 3.6, Current Computing Environment***.
- 6.13.2 Costs and training associated with the project software tools identified must be included in ***Attachment J, Project Costs***.

## 7. PROJECT COSTS

The Cost Schedules to be completed for this RFP are embedded as an Excel spreadsheet in ***Attachment J, Project Costs***.

All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.

### 7.1 COST SCHEDULES

The cost for each deliverable must be complete and include all expenses, including travel, per diem and out-of-pocket expenses as well as administrative and/or overhead expenses. Each table in the Excel spreadsheet in ***Attachment J, Project Costs*** must be completed and detailed backup must be provided for all cost schedules completed.

#### 7.1.1 Detailed Deliverable Cost Schedules

- 7.1.1.1 The schedules have been set up so that the sub-total from each deliverable cost schedule will automatically be transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)***.

However, it is ultimately the proposer's responsibility to make sure that all totals are correctly transferred to the summary table in ***RFP***

***Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)*** prior to submitting their cost proposal.

#### 7.1.2 Development and Data Conversion Environments

Proposers must identify costs for any hardware and/or software proposed for the Development and Data Conversion Environments, as follows:

7.1.2.1 The schedule has been set up so that the sub-total from this cost schedule will automatically be transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)***.

However, it is ultimately the proposer's responsibility to make sure that all totals are correctly transferred to the summary table in ***Section RFP 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)*** prior to submitting their cost proposal.

7.1.2.2 Proposers must provide a detailed description and cost for each proposed item.

7.1.2.3 The State reserves the right not to accept the proposed hardware and/or software.

7.1.2.4 Costs for specific licenses must be provided.

7.1.2.5 The State reserves the right not to purchase the proposed hardware and/or software from the successful proposer.

#### 7.1.3 Integration, System Test and UAT Environments

Proposers must identify costs for any hardware and/or software proposed for the Integration, System Test and UAT Environments, as follows:

7.1.3.1 The schedule has been set up so that the sub-total from this cost schedule will automatically be transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)***.

However, it is ultimately the proposer's responsibility to make sure that all totals are correctly transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)*** prior to submitting their cost proposal.

- 7.1.3.2 Proposers must provide a detailed description and cost for each proposed item.
- 7.1.3.3 The State reserves the right not to accept the proposed hardware and/or software.
- 7.1.3.4 Costs for specific licenses must be provided.
- 7.1.3.5 The State reserves the right not to purchase the proposed hardware and/or software from the successful proposer.

#### 7.1.4 Training Environment

Proposers must identify costs for any hardware and/or software proposed for the Training Environment, as follows:

- 7.1.4.1 The schedule has been set up so that the sub-total from this cost schedule will automatically be transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)***.

However, it is ultimately the proposer's responsibility to make sure that all totals are correctly transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)*** prior to submitting their cost proposal.

- 7.1.4.2 Proposers must provide a detailed description and cost for each proposed item.
- 7.1.4.3 The State reserves the right not to accept the proposed hardware and/or software.
- 7.1.4.4 Costs for specific licenses must be provided.
- 7.1.4.5 The State reserves the right not to purchase the proposed hardware and/or software from the successful proposer.

#### 7.1.5 Production Environment

Proposers must identify costs for any hardware and/or software proposed for the Production Environments, as follows:

- 7.1.5.1 The schedule has been set up so that the sub-total from this cost schedule will automatically be transferred to the summary table in ***RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)***.

However, it is ultimately the proposer's responsibility to make sure that all totals are correctly transferred to the summary table in ***RFP***

**Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)** prior to submitting their cost proposal.

7.1.5.2 Proposers must provide a detailed description and cost for each proposed item.

7.1.5.3 The State reserves the right not to accept the proposed hardware and/or software.

7.1.5.4 Costs for specific licenses must be provided.

7.1.5.5 The State reserves the right not to purchase the proposed hardware and/or software from the successful proposer.

#### 7.1.6 Other Associated Costs

Proposers must identify any other costs not covered on the Detailed Deliverable Cost Schedules and/or the cost schedules for any hardware and/or software proposed, as follows:

7.1.6.1 The schedule has been set up so that the sub-total from this cost schedule will automatically be transferred to the summary table in **RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)**.

However, it is ultimately the proposer's responsibility to make sure that all totals are correctly transferred to the summary table in **RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)** prior to submitting their cost proposal.

7.1.6.2 Proposers must provide detailed information for each item identified.

#### 7.1.7 Summary Schedule of Project Costs

Proposers must make sure that all totals from the Detailed Deliverable Cost Schedules, the cost schedules for any hardware and/or software proposed and other associated costs are transferred to **RFP Section 7.1.7, Summary Schedule of Project Costs (refer to Attachment J, Project Costs)**.

#### 7.1.8 Hourly Rate Schedule for Change Orders

7.1.8.1 Prices quoted for change orders/regulatory changes must remain in effect for six (6) months after State acceptance of the successfully implemented system.

7.1.8.2 Proposers must provide firm, fixed hourly rates for change orders/regulatory changes, including updated documentation.

7.1.8.3 Proposers must provide a firm, fixed hourly rate for each staff classification identified on the project. Proposers must not provide a single compilation rate.

7.1.9 Annual Product Licensing and Maintenance Schedule

7.1.9.1 Proposers must provide a three (3) year fee schedule with the following information:

- A. Listing of each product;
- B. Original project proposed price;
- C. Annual licensing fee, if applicable;
- D. Annual maintenance fee; and
- E. Percentages of the original amount for each fee.

## **8. FINANCIAL**

### **8.1 PAYMENT**

8.1.1 Upon review and acceptance by the State, payments for invoices are normally made within 45 – 60 days of receipt, providing all required information, documents and/or attachments have been received.

8.1.2 Pursuant to NRS 227.185 and NRS 333.450, the State shall pay claims for supplies, materials, equipment and services purchased under the provisions of this RFP electronically, unless determined by the State Controller that the electronic payment would cause the payee to suffer undue hardship or extreme inconvenience.

### **8.2 BILLING**

8.2.1 There shall be no advance payment for services furnished by a contractor pursuant to the executed contract.

8.2.2 Payment for services shall only be made after completed deliverables are received, reviewed and accepted in writing by the State.

8.2.3 The vendor must bill the State as outlined in the approved contract and/or deliverable payment schedule.

8.2.4 Each billing must consist of an invoice and a copy of the State-approved deliverable sign-off form.

### **8.3 TIMELINESS OF BILLING**

The State is on a fiscal year calendar. All billings for dates of service prior to July 1 must be submitted to the State no later than the first Friday in August of the same year. A billing submitted after the first Friday in August, that forces the State to process the billing as a stale claim pursuant to NRS 353.097, will subject the contractor to an administrative fee not to exceed \$100.00. This is the estimate of the additional costs to the State for

processing the billing as a stale claim and this amount will be deducted from the stale claims payment due the contractor.

**8.4 HOLD BACKS**

8.4.1 The State shall pay all invoiced amounts, less a 15% hold back, following receipt of the invoice and a fully completed project deliverable sign-off form.

8.4.2 The distribution of the hold backs will be negotiated with the contractor.

**9. WRITTEN QUESTIONS AND ANSWERS**

In lieu of a pre-proposal conference, the Purchasing Division will accept questions and/or comments in writing, received by email regarding this RFP.

**9.1 QUESTIONS AND ANSWERS**

9.1.1 The RFP Question Submittal Form is located on the Services RFP/RFQ Opportunities webpage at <http://purchasing.state.nv.us/services/sdocs.htm>. Select this RFP number and the “Question” link.

9.1.2 The deadline for submitting questions is as specified in **Section 10, RFP Timeline**.

9.1.3 All questions and/or comments will be addressed in writing. An email notification that the amendment has been posted to the Purchasing website will be issued on or about the date specified in **Section 10, RFP Timeline**.

**9.2 SECOND SET OF QUESTIONS AND ANSWERS**

Additional questions may be submitted by the date and time specified in **Section 10, RFP Timeline** and according to the process identified in **Section 9.1.1 through Section 9.1.3**.

**10. RFP TIMELINE**

The following represents the proposed timeline for this project. All times stated are Pacific Time (PT). These dates represent a tentative schedule of events. The State reserves the right to modify these dates at any time. The State also reserves the right to forego vendor presentations and select vendor(s) based on the written proposals submitted.

<b>Task</b>	<b>Date/Time</b>
Access to Reference Library	On or about 10/21/2015
Deadline for submitting questions	11/9/2015@ 2:00 PM
Answers posted to website	On or about 11/18/2015
Deadline for submittal of Reference Questionnaires	No later than 4:30 PM on <b>12/14/2015</b>
Deadline for submission and opening of proposals	No later than 2:00 PM on 12/15/2015

<b>Task</b>	<b>Date/Time</b>
Evaluation period (approximate time frame)	12/16/2015 – 01/18/2016
Selection of vendor	On or about 01/19/2016
Anticipated BOE approval	04/12/2016
Contract start date (contingent upon BOE approval)	05/01/2016

## **11. REFERENCE LIBRARY**

### **11.1 GENERAL INFORMATION**

- 11.1.1 The RFP Reference Library is a read-only Office 365 website designed to assist vendors in understanding SAWS requirements. The site contains supporting reference material for review and consideration in preparation of proposals. The library includes project level information as well as Federal references such as Department of Labor (DOL) handbooks.
- 11.1.2 The reference library and related material contains sensitive information. It is the responsibility of the vendor to safeguard and secure all confidential and sensitive information obtained from the RFP Reference Library per NRS Chapter 612.265 and Federal 20 CFR 603. Vendors will be held liable for all damages resulting from the vendor's negligent care of sensitive information.
- 11.1.3 The information contained in the reference library has been assembled by the State to assist vendors in the preparation of proposals and to ensure that all vendors have equal access to such information.
- 11.1.4 Vendors are encouraged to review all documentation in the reference library.
- 11.1.5 While the State has attempted to gather the most accurate information available for the reference library at the time this RFP was released, the State makes no assurances or guarantees that all information and data presented is accurate or complete.
- 11.1.6 The RFP Reference Library is a read-only site. Vendors must contact Marti Marsh at [mmarsh@admin.nv.gov](mailto:mmarsh@admin.nv.gov) to obtain access.

### **11.2 REFERENCE LIBRARY CONTENTS**

- 11.2.1 Documentation may be represented in the following formats:
- 11.2.1.1 Acrobat (\*.pdf)
  - 11.2.1.2 MS Word (\*.doc, \*.dot)
  - 11.2.1.3 MS Excel (\*.xls)
  - 11.2.1.4 MS Visio (\*.vsd)
  - 11.2.1.5 Link to external website (\*.htm, \*.html, \*.cfm)

11.2.2 The reference library contains the following information:

- 11.2.2.1 Workforce Investment Act Standardized Record Data (WIASRD);
- 11.2.2.2 AOSOS Data Dictionary;
- 11.2.2.3 WIA 9090 Quarterly Report Specifications;
- 11.2.2.4 WIA 9091 Annual Report Specifications;
- 11.2.2.5 WIASRD Layout and Edit Checks;
- 11.2.2.6 TAPR Handbook;
- 11.2.2.7 ETA Handbook No. 406;
- 11.2.2.8 BSO Manager Report;
- 11.2.2.9 ETA Handbook No. 401;
- 11.2.2.10 Worker's Compensation Report;
- 11.2.2.11 Work Performance Standards Worksheets;
- 11.2.2.12 WIA Annual Report;
- 11.2.2.13 SAWS SRS;
- 11.2.2.14 Technical Assistance Guide for Literacy/Numeracy; and
- 11.2.2.15 5 Percent Youth Eligibility.

## 12. PROPOSAL SUBMISSION REQUIREMENTS, FORMAT AND CONTENT

### 12.1 GENERAL SUBMISSION REQUIREMENTS

Vendors' proposals must be packaged and submitted in counterparts; therefore, vendors must pay close attention to the submission requirements. Proposals will have a technical response, which may be composed of two (2) parts in the event a vendor determines that a portion of their technical response qualifies as "confidential" as defined within *Section 2, Acronyms/Definitions*.

If complete responses cannot be provided without referencing confidential information, such confidential information must be provided in accordance with *RFP Section 12.3, Part I B – Confidential Technical and Section 12.5, Part III Confidential Financial Information*. Specific references made to the tab, page, section and/or paragraph where the confidential information can be located must be identified on *Attachment A, Confidentiality and Certification of Indemnification* and comply with the requirements stated in *Section 12.6, Confidentiality of Proposals*.

The remaining section is the Cost Proposal. Vendors may submit their proposal broken out into the three (3) sections required, or four (4) sections if confidential technical information is included, in a single box or package for shipping purposes.

The required CDs must contain information as specified in *RFP Section 12.6.4*.

Detailed instructions on proposal submission and packaging follows and vendors must submit their proposals as identified in the following sections. Proposals and CDs that do not comply with the following requirements may be deemed non-responsive and rejected at the State's discretion.

12.1.1 All information is to be completed as requested.

- 12.1.2 Each section within the technical proposal and cost proposal must be separated by clearly marked tabs with the appropriate section number and title as specified.
- 12.1.3 Although it is a public opening, only the names of the vendors submitting proposals will be announced per NRS 333.335(6). Technical and cost details about proposals submitted will not be disclosed. Assistance for handicapped, blind or hearing-impaired persons who wish to attend the RFP opening is available. If special arrangements are necessary, please notify the Purchasing Division designee as soon as possible and at least two days in advance of the opening.
- 12.1.4 If discrepancies are found between two (2) or more copies of the proposal, the master copy will provide the basis for resolving such discrepancies. If one (1) copy of the proposal is not clearly marked "MASTER," the State may reject the proposal. However, the State may at its sole option, select one (1) copy to be used as the master.
- 12.1.5 For ease of evaluation, the proposal must be presented in a format that corresponds to and references sections outlined within this RFP and must be presented in the same order. Written responses must be in *bold/italics* and placed immediately following the applicable RFP question, statement and/or section. Exceptions/assumptions to this may be considered during the evaluation process.
- 12.1.6 Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Expensive bindings, colored displays, promotional materials, etc., are not necessary or desired. Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements, and on completeness and clarity of content.

Unnecessarily elaborate responses beyond what is sufficient to present a complete and effective response to this RFP are not desired and may be construed as an indication of the proposer's lack of environmental and cost consciousness. Unless specifically requested in this RFP, elaborate artwork, corporate brochures, lengthy narratives, expensive paper, specialized binding, and other extraneous presentation materials are neither necessary nor desired.

The State of Nevada, in its continuing efforts to reduce solid waste and to further recycling efforts requests that proposals, to the extent possible and practical:

- 12.1.6.1 Be submitted on recycled paper;
- 12.1.6.2 Not include pages of unnecessary advertising;
- 12.1.6.3 Be printed on both sides of each sheet of paper; and
- 12.1.6.4 Be contained in re-usable binders or binder clips as opposed to spiral or glued bindings.

12.1.7 For purposes of addressing questions concerning this RFP, the sole contact will be the Purchasing Division as specified on Page 1 of this RFP. Upon issuance of this RFP, other employees and representatives of the agencies identified in the RFP will not answer questions or otherwise discuss the contents of this RFP with any prospective vendors or their representatives. Failure to observe this restriction may result in disqualification of any subsequent proposal per NAC 333.155(3). This restriction does not preclude discussions between affected parties for the purpose of conducting business unrelated to this procurement.

12.1.8 Any vendor who believes proposal requirements or specifications are unnecessarily restrictive or limit competition may submit a request for administrative review, in writing, to the Purchasing Division. To be considered, a request for review must be received no later than the deadline for submission of questions.

The Purchasing Division shall promptly respond in writing to each written review request, and where appropriate, issue all revisions, substitutions or clarifications through a written amendment to the RFP.

Administrative review of technical or contractual requirements shall include the reason for the request, supported by factual information, and any proposed changes to the requirements.

12.1.9 If a vendor changes any material RFP language, vendor’s response may be deemed non-responsive per NRS 333.311.

**12.2 PART I A – TECHNICAL PROPOSAL**

12.2.1 The technical proposal must include:

12.2.1.1 One (1) original marked “MASTER”; and

12.2.1.2 Nine (9) identical copies.

12.2.2 The technical proposal ***must not include*** confidential technical information (refer to ***RFP Section 12.3, Part I B, Confidential Technical***) or cost and/or pricing information. Cost and/or pricing information contained in the technical proposal may cause the proposal to be rejected.

12.2.3 Format and Content

12.2.3.1 Tab I – Title Page

The title page must include the following:

<b>Part I A – Technical Proposal</b>	
RFP Title:	Statewide Automated Workforce System
RFP:	3199
Vendor Name:	
Address:	

<b>Part I A – Technical Proposal</b>	
Opening Date:	December 15, 2015
Opening Time:	2:00 PM

12.2.3.2 Tab II – Table of Contents

An accurate and updated table of contents must be provided.

12.2.3.3 Tab III – Vendor Information Sheet

The vendor information sheet completed with an original signature by an individual authorized to bind the organization must be included in this tab.

12.2.3.4 Tab IV – State Documents

The State documents tab must include the following:

- A. The signature page from all amendments with an original signature by an individual authorized to bind the organization.
- B. Attachment A – Confidentiality and Certification of Indemnification with an original signature by an individual authorized to bind the organization.
- C. Attachment C – Vendor Certifications with an original signature by an individual authorized to bind the organization.
- D. Attachment L – Certification Regarding Lobbying with an original signature by an individual authorized to bind the organization.
- E. Copies of any vendor licensing agreements and/or hardware and software maintenance agreements.
- F. Copies of applicable certifications and/or licenses.

12.2.3.5 Tab V - Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP

- A. **Attachment B** with an original signature by an individual authorized to bind the organization must be included in this tab.
- B. If the exception and/or assumption require a change in the terms or wording of any section of the RFP, the contract, or any incorporated documents, vendors **must** provide the specific language that is being proposed on **Attachment B**.

C. Only technical exceptions and/or assumptions should be identified on ***Attachment B***.

D. The State will not accept additional exceptions and/or assumptions if submitted after the proposal submission deadline. If vendors do not specify any exceptions and/or assumptions in detail at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

12.2.3.6 Tab VI – Section 4 – System Requirements

Vendors must place their written response(s) in ***bold/italics*** immediately following the applicable RFP question, statement and/or section.

12.2.3.7 Tab VII – Section 5 – Scope of Work

Vendors must place their written response(s) in ***bold/italics*** immediately following the applicable RFP question, statement and/or section.

12.2.3.8 Tab VIII– Section 6 – Company Background and References

Vendors must place their written response(s) in ***bold/italics*** immediately following the applicable RFP question, statement and/or section. This section must also include the requested information in ***Section 6.2, Subcontractor Information***, if applicable.

12.2.3.9 Tab IX – Attachment I – Proposed Staff Resume

Vendors must include all proposed staff resumes per ***Section 6.5, Vendor Staff Resumes*** in this section. This section should also include any subcontractor proposed staff resumes, if applicable.

12.2.3.10 Tab X – Preliminary Project Plan

Vendors must include the preliminary project plan in this section.

12.2.3.11 Tab XI – Other Informational Material

Vendors must include any other applicable reference material in this section clearly cross referenced with the proposal.

### 12.3 PART I B – CONFIDENTIAL TECHNICAL PROPOSAL

12.3.1 Vendors only need to submit Part I B if the proposal includes any confidential technical information (*Refer to Attachment A, Confidentiality and Certification of Indemnification*).

12.3.2 The confidential technical proposal must include:

12.3.2.1 One (1) original marked “MASTER”; and

12.3.2.2 Nine (9) identical copies.

12.3.3 Format and Content

12.3.3.1 Tab I – Title Page

The title page must include the following:

<b>Part I B – Confidential Technical Proposal</b>	
RFP Title:	Statewide Automated Workforce System
RFP:	3199
Vendor Name:	
Address:	
Opening Date:	December 15, 2015
Opening Time:	2:00 PM

12.3.3.2 Tabs – Confidential Technical

Vendors must have tabs in the confidential technical information that cross reference back to the technical proposal, as applicable.

### 12.4 PART II – COST PROPOSAL

12.4.1 The cost proposal must include:

12.4.1.1 One (1) original marked “MASTER”; and

12.4.1.2 Nine (9) identical copies.

12.4.2 The cost proposal must not be marked “confidential”. Only information that is deemed proprietary per NRS 333.020(5)(a) may be marked as “confidential”.

12.4.3 Format and Content

12.4.3.1 Tab I – Title Page

The title page must include the following:

<b>Part II – Cost Proposal</b>	
RFP Title:	Statewide Automated Workforce System
RFP:	3199
Vendor Name:	
Address:	
Opening Date:	December 15, 2015
Opening Time:	2:00 PM

12.4.3.2 Tab II – Cost Proposal

Cost proposal must be in the format identified in ***Attachment J, Project Costs.***

12.4.3.3 Tab III – Attachment K, Cost Proposal Certification of Compliance with Terms and Conditions of RFP

A. ***Attachment K*** with an original signature by an individual authorized to bind the organization must be included in this tab.

B. In order for any cost exceptions and/or assumptions to be considered, vendors ***must*** provide the specific language that is being proposed on ***Attachment K.***

C. Only cost exceptions and/or assumptions should be identified on ***Attachment K.***

D. ***Do not restate*** the technical exceptions and/or assumptions on this form.

E. The State will not accept additional exceptions and/or assumptions if submitted after the proposal submission deadline. If vendors do not specify any exceptions and/or assumptions in detail at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

## 12.5 PART III – CONFIDENTIAL FINANCIAL INFORMATION

12.5.1 The confidential financial information part must include:

12.5.1.1 One (1) original marked “MASTER”; and

12.5.1.2 One (1) identical copy.

12.5.2 Format and Content

12.5.2.1 Tab I – Title Page

The title page must include the following:

<b>Part III – Confidential Financial Proposal</b>	
RFP Title:	Statewide Automated Workforce System
RFP:	3199
Vendor Name:	
Address:	
Opening Date:	December 15, 2015
Opening Time:	2:00 PM

12.5.2.2 Tab II – Financial Information and Documentation

Vendors must place the information required per *Section 6.1.11* in this tab.

**12.6 CONFIDENTIALITY OF PROPOSALS**

12.6.1 As a potential contractor of a public entity, vendors are advised that full disclosure is required by law.

12.6.2 Vendors are required to submit written documentation in accordance with Attachment A, Confidentiality and Certification of Indemnification demonstrating the material within the proposal marked “confidential” conforms to NRS §333.333, which states “Only specific parts of the proposal may be labeled a “trade secret” as defined in NRS §600A.030(5)”. Not conforming to these requirements will cause your proposal to be deemed non-compliant and will not be accepted by the State of Nevada.

12.6.3 Vendors acknowledge that material not marked as “confidential” will become public record upon contract award.

12.6.4 The required CDs must contain the following:

12.6.4.1 One (1) “**Master**” CD with an exact duplicate of the technical and cost proposal contents only.

A. The electronic files must follow the format and content section for the technical and cost proposal.

B. The CD must be packaged in a case and clearly labeled as follows:

<b>Master CD</b>	
RFP No:	3199
Vendor Name:	
Contents:	Part IA – Technical Proposal Part IB – Confidential Technical Proposal Part II – Cost Proposal

- 12.6.4.2 One (1) “**Public Records CD**” which must include the technical and cost proposal contents to be used for public records requests.
- A. This CD **must not** contain any confidential or proprietary information.
  - B. The electronic files must follow the format and content section for the redacted versions of the technical and cost proposal.
  - C. All electronic files **must** be saved in “PDF” format, with one file named Part IA – Technical Proposal and one (1) file named Part II – Cost Proposal.
  - D. The CD must be packaged in a case and clearly labeled as follows:

<b>Public Records CD</b>	
RFP No:	3199
Vendor Name:	
Contents:	Part IA – Technical Proposal for Public Records Request Part II – Cost Proposal for Public Records Request

- 12.6.5 The Public Records submitted on the CD will be posted to the Purchasing Website upon the Notice of Award.
- 12.6.6 It is the vendor’s responsibility to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation.
- 12.6.7 Failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by release of said information.

**12.7 PROPOSAL PACKAGING**

- 12.7.1 If the separately sealed technical and cost proposals as well as confidential technical information and financial documentation, marked as required, are enclosed in another container for mailing purposes, the outermost container must fully describe the contents of the package and be clearly marked as follows.
- 12.7.2 Vendors are encouraged to utilize the copy/paste feature of word processing software to replicate these labels for ease and accuracy of proposal packaging.

<b>Marti Marsh State of Nevada, Purchasing Division 515 E. Musser Street, Suite 300 Carson City, NV 89701</b>	
<b>RFP:</b>	3199
<b>OPENING DATE:</b>	December 15, 2015
<b>OPENING TIME:</b>	2:00 PM
<b>FOR:</b>	Statewide Automated Workforce System
<b>VENDOR'S NAME:</b>	

- 12.7.3 Proposals must be received at the address referenced below no later than the date and time specified in *Section 10, RFP Timeline*. Proposals that do not arrive by proposal opening time and date will not be accepted. Vendors may submit their proposal any time prior to the above stated deadline.
- 12.7.4 The State will not be held responsible for proposal envelopes mishandled as a result of the envelope not being properly prepared.
- 12.7.5 Email, facsimile, or telephone proposals will NOT be considered; however, at the State's discretion, the proposal may be submitted all or in part on electronic media, as requested within the RFP document. Proposal may be modified by email, facsimile, or written notice provided such notice is received prior to the opening of the proposals.
- 12.7.6 The technical proposal shall be submitted to the State in a sealed package and be clearly marked as follows:

<b>Marti Marsh State of Nevada, Purchasing Division 515 E. Musser Street, Suite 300 Carson City, NV 89701</b>	
<b>RFP:</b>	3199
<b>COMPONENT:</b>	PART I A – TECHNICAL PROPOSAL
<b>OPENING DATE:</b>	December 15, 2015
<b>OPENING TIME:</b>	2:00 PM
<b>FOR:</b>	Statewide Automated Workforce System
<b>VENDOR'S NAME:</b>	

- 12.7.7 If applicable, confidential technical information shall be submitted to the State in a sealed package and be clearly marked as follows:

<b>Marti Marsh State of Nevada, Purchasing Division 515 E. Musser Street, Suite 300 Carson City, NV 89701</b>	
<b>RFP:</b>	3199
<b>COMPONENT:</b>	PART I B – CONFIDENTIAL TECHNICAL PROPOSAL
<b>OPENING DATE:</b>	December 15, 2015
<b>OPENING TIME:</b>	2:00 PM
<b>FOR:</b>	Statewide Automated Workforce System
<b>VENDOR’S NAME:</b>	

- 12.7.8 The cost proposal shall be submitted to the State in a sealed package and be clearly marked as follows:

<b>Marti Marsh State of Nevada, Purchasing Division 515 E. Musser Street, Suite 300 Carson City, NV 89701</b>	
<b>RFP:</b>	3199
<b>COMPONENT:</b>	PART II – COST PROPOSAL
<b>OPENING DATE:</b>	December 15, 2015
<b>OPENING TIME:</b>	2:00 PM
<b>FOR:</b>	Statewide Automated Workforce System
<b>VENDOR’S NAME:</b>	

- 12.7.9 Confidential financial information shall be submitted to the State in a sealed package and be clearly marked as follows:

<b>Marti Marsh State of Nevada, Purchasing Division 515 E. Musser Street, Suite 300 Carson City, NV 89701</b>	
<b>RFP:</b>	3199
<b>COMPONENT:</b>	PART III - CONFIDENTIAL FINANCIAL INFORMATION
<b>OPENING DATE:</b>	December 15, 2015
<b>OPENING TIME:</b>	2:00 PM
<b>FOR:</b>	Statewide Automated Workforce System
<b>VENDOR’S NAME:</b>	

12.7.10 The CDs shall be submitted to the State in a sealed package and be clearly marked as follows:

<b>Marti Marsh</b> <b>State of Nevada, Purchasing Division</b> <b>515 E. Musser Street, Suite 300</b> <b>Carson City, NV 89701</b>	
<b>RFP:</b>	3199
<b>COMPONENT:</b>	CDs
<b>OPENING DATE:</b>	December 15, 2015
<b>OPENING TIME:</b>	2:00 PM
<b>FOR:</b>	Statewide Automated Workforce System
<b>VENDOR'S NAME:</b>	

### 13. PROPOSAL EVALUATION AND AWARD PROCESS

*The information in this section does not need to be returned with the vendor's proposal.*

**13.1** Proposals shall be consistently evaluated and scored in accordance with NRS 333.335(3) based upon the following criteria:

- 13.1.1 Demonstrated competence
- 13.1.2 Experience in performance of comparable engagements
- 13.1.3 Conformance with the terms of this RFP
- 13.1.4 Expertise and availability of key personnel
- 13.1.5 Cost

Note: Financial stability will be scored on a pass/fail basis.

**Proposals shall be kept confidential until a contract is awarded.**

**13.2** The evaluation committee may also contact the references provided in response to the Section identified as Company Background and References; contact any vendor to clarify any response; contact any current users of a vendor's services; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process. The evaluation committee shall not be obligated to accept the lowest priced proposal, but shall make an award in the best interests of the State of Nevada per NRS 333.335(5).

**13.3** Each vendor must include in its proposal a complete disclosure of any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigations pending which involves the vendor or in which the vendor has been judged guilty or liable. Failure to comply with the terms of this provision may disqualify any proposal. The State reserves the right to reject any proposal based upon the vendor's prior history with the State or with any other party, which documents, without limitation,

unsatisfactory performance, adversarial or contentious demeanor, significant failure(s) to meet contract milestones or other contractual failures. See generally, NRS 333.335.

- 13.4** Clarification discussions may, at the State's sole option, be conducted with vendors who submit proposals determined to be acceptable and competitive per NAC 333.165. Vendors shall be accorded fair and equal treatment with respect to any opportunity for discussion and/or written revisions of proposals. Such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing vendors. Any modifications made to the original proposal during the best and final negotiations will be included as part of the contract.
- 13.5** A Notification of Intent to Award shall be issued in accordance with NAC 333.170. Any award is contingent upon the successful negotiation of final contract terms and upon approval of the Board of Examiners, when required. Negotiations shall be confidential and not subject to disclosure to competing vendors unless and until an agreement is reached. If contract negotiations cannot be concluded successfully, the State upon written notice to all vendors may negotiate a contract with the next highest scoring vendor or withdraw the RFP.
- 13.6** Any contract resulting from this RFP shall not be effective unless and until approved by the Nevada State Board of Examiners (NRS 333.700).

## **14. TERMS AND CONDITIONS**

### **14.1 PROCUREMENT AND PROPOSAL TERMS AND CONDITIONS**

*The information in this section does not need to be returned with the vendor's proposal. However, if vendors have any exceptions and/or assumptions to any of the terms and conditions in this section, they MUST identify in detail their exceptions and/or assumptions on **Attachment B, Technical Proposal Certification of Compliance**. In order for any exceptions and/or assumptions to be considered they MUST be documented in **Attachment B**. The State will not accept additional exceptions and/or assumptions if submitted after the proposal submission deadline.*

- 14.1.1 This procurement is being conducted in accordance with NRS Chapter 333 and NAC Chapter 333.
- 14.1.2 The State reserves the right to alter, amend, or modify any provisions of this RFP, or to withdraw this RFP, at any time prior to the award of a contract pursuant hereto, if it is in the best interest of the State to do so.
- 14.1.3 The State reserves the right to waive informalities and minor irregularities in proposals received.
- 14.1.4 For ease of responding to the RFP, vendors are encouraged to download the RFP from the Purchasing Division's website at <http://purchasing.state.nv.us>.
- 14.1.5 The failure to separately package and clearly mark **Part I B and Part III** – which contains confidential information, trade secrets and/or proprietary information,

shall constitute a complete waiver of any and all claims for damages caused by release of the information by the State.

- 14.1.6 The State reserves the right to reject any or all proposals received prior to contract award (NRS 333.350).
- 14.1.7 The State shall not be obligated to accept the lowest priced proposal, but will make an award in the best interests of the State of Nevada after all factors have been evaluated (NRS 333.335).
- 14.1.8 Any irregularities or lack of clarity in the RFP should be brought to the Purchasing Division designee's attention as soon as possible so that corrective addenda may be furnished to prospective vendors.
- 14.1.9 Proposals must include any and all proposed terms and conditions, including, without limitation, written warranties, maintenance/service agreements, license agreements and lease purchase agreements. The omission of these documents renders a proposal non-responsive.
- 14.1.10 Alterations, modifications or variations to a proposal may not be considered unless authorized by the RFP or by addendum or amendment.
- 14.1.11 Proposals which appear unrealistic in the terms of technical commitments, lack of technical competence, or are indicative of failure to comprehend the complexity and risk of this contract, may be rejected.
- 14.1.12 Proposals from employees of the State of Nevada will be considered in as much as they do not conflict with the State Administrative Manual, NRS Chapter 281 and NRS Chapter 284.
- 14.1.13 Proposals may be withdrawn by written or facsimile notice received prior to the proposal opening time. Withdrawals received after the proposal opening time will not be considered except as authorized by NRS 333.350(3).
- 14.1.14 Prices offered by vendors in their proposals are an irrevocable offer for the term of the contract and any contract extensions. The awarded vendor agrees to provide the purchased services at the costs, rates and fees as set forth in their proposal in response to this RFP. No other costs, rates or fees shall be payable to the awarded vendor for implementation of their proposal.
- 14.1.15 The State is not liable for any costs incurred by vendors prior to entering into a formal contract. Costs of developing the proposal or any other such expenses incurred by the vendor in responding to the RFP, are entirely the responsibility of the vendor, and shall not be reimbursed in any manner by the State.
- 14.1.16 Proposals submitted per proposal submission requirements become the property of the State, selection or rejection does not affect this right; proposals will be returned only at the State's option and at the vendor's request and expense. The masters of the technical proposal, confidential technical proposal, cost proposal

and confidential financial information of each response shall be retained for official files.

14.1.17 The Nevada Attorney General will not render any type of legal opinion regarding this transaction.

14.1.18 Any unsuccessful vendor may file an appeal in strict compliance with NRS 333.370 and Chapter 333 of the Nevada Administrative Code.

## 14.2 CONTRACT TERMS AND CONDITIONS

*The information in this section does not need to be returned with the vendor's proposal. However, if vendors have any exceptions and/or assumptions to any of the terms and conditions in this section, they MUST identify in detail their exceptions and/or assumptions on Attachment B, Technical Proposal Certification of Compliance. In order for any exceptions and/or assumptions to be considered they MUST be documented in Attachment B. The State will not accept additional exceptions and/or assumptions if submitted after the proposal submission deadline.*

### 14.2.1 Background Checks

14.2.1.1 All contractor personnel assigned to the contract must have a background check from the Federal Bureau of Investigation pursuant to NRS 239B.010. All fingerprints must be forwarded to the Central Repository for Nevada Records of Criminal History for submission to the Federal Bureau of Investigation.

14.2.1.2 Any employee of the selected vendor, who will require any type of system access, must have a State Background Check (as identified in **Section 14.2.1.4 "A"** below) before system access will be granted. The vendor or its employees may be denied access to the premises if they have not been security cleared.

14.2.1.3 All costs associated with this will be at the contractor's expense.

14.2.1.4 The contractor shall provide to the contracting agency's Human Resource Department or designee the following documents:

A. A State Background Check for the state the individual claims as their permanent residency. The contractor can use the following site which has immediate results: <http://www.integriscan.com>.

Once the contractor has a copy of their personal background check from their state of record, they will forward those results to the designated State representative who will then forward it to the contracting agency's Human Resource Department or designee in order to obtain approval for interim system access;

B. A Civil Applicant Waiver Form, signed by the contractor(s); and

- C. A Prior Arrests and Criminal Conviction Disclosure Form, signed by the contractor(s).
- 14.2.1.5 If out-of-state, contractor must provide one (1) completed fingerprint card from a local sheriff's office (or other law enforcement agency).
- 14.2.1.6 In lieu of the out-of-state fingerprint card, contractors can perform LiveScan fingerprinting at the Nevada Department of Public Safety, General Services Division.
- 14.2.1.7 Contractor must provide a money order or cashier's check made payable to the General Services Division in the amount of \$40.00 or current rate at time of submission.
- 14.2.1.8 In lieu of the above background check and subject to acceptance by the contracting agency's Human Resource Department or designee, contractor may submit a current active federal authority security clearance (FBI, DoD, NSA) indicating a fingerprint based background check has been completed with no positive findings.
- 14.2.1.9 Contractor(s) may not begin work until such time as they have been cleared by the contracting agency's Human Resource Department or designee.
- 14.2.1.10 Positive findings from a background check are reviewed by the contracting agency's Human Resource Department or designee, in consultation with the State Chief Information Security Officer, and may result in the removal of vendor staff from the project.
- 14.2.2 The awarded vendor will be the sole point of contract responsibility. The State will look solely to the awarded vendor for the performance of all contractual obligations which may result from an award based on this RFP, and the awarded vendor shall not be relieved for the non-performance of any or all subcontractors.
- 14.2.3 The awarded vendor must maintain, for the duration of its contract, insurance coverages as set forth in the Insurance Schedule of the contract form appended to this RFP. Work on the contract shall not begin until after the awarded vendor has submitted acceptable evidence of the required insurance coverages. Failure to maintain any required insurance coverage or acceptable alternative method of insurance will be deemed a breach of contract.
- 14.2.4 The State will not be liable for Federal, State, or Local excise taxes per NRS 372.325.
- 14.2.5 **Attachment B and Attachment K** of this RFP shall constitute an agreement to *all* terms and conditions specified in the RFP, except such terms and conditions that the vendor expressly excludes. Exceptions and assumptions will be taken into consideration as part of the evaluation process; however, vendors *must* be specific. If vendors do not specify any exceptions and/or assumptions at time of

proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

- 14.2.6 The State reserves the right to negotiate final contract terms with any vendor selected per NAC 333.170. The contract between the parties will consist of the RFP together with any modifications thereto, and the awarded vendor's proposal, together with any modifications and clarifications thereto that are submitted at the request of the State during the evaluation and negotiation process. In the event of any conflict or contradiction between or among these documents, the documents shall control in the following order of precedence: the final executed contract, any modifications and clarifications to the awarded vendor's proposal, the RFP, and the awarded vendor's proposal. Specific exceptions to this general rule may be noted in the final executed contract.
- 14.2.7 Local governments (as defined in NRS 332.015) are intended third party beneficiaries of any contract resulting from this RFP and any local government may join or use any contract resulting from this RFP subject to all terms and conditions thereof pursuant to NRS 332.195. The State is not liable for the obligations of any local government which joins or uses any contract resulting from this RFP.
- 14.2.8 Any person who requests or receives a Federal contract, grant, loan or cooperative agreement shall file with the using agency a certification that the person making the declaration has not made, and will not make, any payment prohibited by subsection (a) of 31 U.S.C. 1352.
- 14.2.9 Pursuant to NRS Chapter 613 in connection with the performance of work under this contract, the contractor agrees not to unlawfully discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex, sexual orientation or age, including, without limitation, with regard to employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including, without limitation apprenticeship.

The contractor further agrees to insert this provision in all subcontracts, hereunder, except subcontracts for standard commercial supplies or raw materials.

### 14.3 PROJECT TERMS AND CONDITIONS

*The information in this section does not need to be returned with the vendor's proposal. However, if vendors have any exceptions and/or assumptions to any of the terms and conditions in this section, they MUST identify in detail their exceptions and/or assumptions on **Attachment B, Technical Proposal Certification of Compliance**. In order for any exceptions and/or assumptions to be considered they MUST be documented in **Attachment B**. The State will not accept additional exceptions and/or assumptions if submitted after the proposal submission deadline.*

#### 14.3.1 Award of Related Contracts

14.3.1.1 The State may undertake or award supplemental contracts for work related to this project or any portion thereof. The contractor shall be bound to cooperate fully with such other contractors and the State in all cases.

14.3.1.2 All subcontractors shall be required to abide by this provision as a condition of the contract between the subcontractor and the prime contractor.

#### 14.3.2 Products and/or Alternatives

14.3.2.1 The vendor shall not propose an alternative that would require the State to acquire hardware or software or change processes in order to function properly on the vendor's system unless vendor included a clear description of such proposed alternatives and clearly mark any descriptive material to show the proposed alternative.

14.3.2.2 An acceptable alternative is one the State considers satisfactory in meeting the requirements of this RFP.

14.3.2.3 The State, at its sole discretion, will determine if the proposed alternative meets the intent of the original RFP requirement.

#### 14.3.3 State Owned Property

The awarded vendor shall be responsible for the proper custody and care of any State owned property furnished by the State for use in connection with the performance of the contract and will reimburse the State for any loss or damage.

#### 14.3.4 Contractor Space

14.3.4.1 The contractor will be required to have its project management located in Carson City for the duration of the project.

14.3.4.2 All communication line costs, contractor computers, workstations, workstation hardware and software and contractor facilities will be the responsibility of the contractor.

14.3.4.3 The contractor must comply with the State standards for hardware, software and communication lines.

14.3.4.4 Contractors must coordinate installation of communication lines with EITS Data Communications.

- 14.3.4.5 The contractor must, at its own expense and through its own channels, provide its own basic office supplies, clerical support, facsimile machine, furniture, photocopying, phone service and any other necessary equipment and/or resources for its operations.
- 14.3.4.6 The State will provide space for four (4) contractor personnel. If additional space is required, the space selected by the contractor must be mutually agreed upon by the State.
- 14.3.4.7 The State guarantees the contractor access to the job site premises, when appropriate, during reasonable hours and without undue hindrance and/or interference in performing work required under the contract.

#### 14.3.5 Inspection/Acceptance of Work

- 14.3.5.1 It is expressly understood and agreed all work done by the contractor shall be subject to inspection and acceptance by the State.
- 14.3.5.2 Any progress inspections and approval by the State of any item of work shall not forfeit the right of the State to require the correction of any faulty workmanship or material at any time during the course of the work and warranty period thereafter, although previously approved by oversight.
- 14.3.5.3 Nothing contained herein shall relieve the contractor of the responsibility for proper installation and maintenance of the work, materials and equipment required under the terms of the contract until all work has been completed and accepted by the State.

#### 14.3.6 Completion of Work

Prior to completion of all work, the contractor shall remove from the premises all equipment and materials belonging to the contractor. Upon completion of the work, the contractor shall leave the site in a clean and neat condition satisfactory to the State.

#### 14.3.7 Periodic Project Reviews

- 14.3.7.1 On a periodic basis, the State reserves the right to review the approved project plan and associated deliverables to assess the direction of the project and determine if changes are required.
- 14.3.7.2 Changes to the approved project plan and/or associated deliverables may result in a contract amendment.
- 14.3.7.3 In the event changes do not include cost, scope or significant schedule modifications, mutually agreed to changes may be documented in memo form and signed by all parties to the contract.

### 14.3.8 Change Management

14.3.8.1 Should requirements be identified during system validation, development and/or implementation that change the required work to complete the project and upon receipt of a change order request by the contractor, a written, detailed proposal must be submitted as outlined in *Section 14.3.8.2*.

14.3.8.2 Within 15 working days of receipt of a requested change order, the contractor must submit an amended project plan to include:

- A. The scope of work;
- B. Impacts to the schedule for remaining work for implementing the identified change;
- C. Impacts of not approving the change;
- D. Estimated cost of change;
- E. Alternative analysis of all identified solutions to include, but not limited to:
  - 1. A system impact report;
  - 2. Resource requirements for both the State and the contractor;
  - 3. A work plan;
  - 4. Estimated hours to complete the work;
  - 5. The estimated cost of each solution; and
  - 6. A plan for testing the change.

14.3.8.3 The amended project plan will be prepared at no cost to the State and must detail all impacts to the project. The contractor must present the project plan to the State Project Manager prior to final acceptance and approval.

14.3.8.4 The State Project Manager will either accept the proposal or withdraw the request within 15 working days after receiving the proposal.

### 14.3.9 Issue Resolution

During the term of the contract, issue resolution will be a critical component. The following process will be adhered to for all issues.

14.3.9.1 Presentation of Issues

- A. Issues must be presented in writing to the designated Project Manager for each party.
- B. A uniform issues processing form will be developed by the State to record all issues, responses, tracking and dispositions.
- C. A project issues log will be kept by the State.
- D. Issues raised by either party must be accepted, rejected and/or responded to in writing within three (3) working days of presentation or by a mutually agreed upon due date.
- E. Failure to accept, reject and/or respond within the specified time frame will result in deeming the issue presented as accepted and the party presenting the issue may proceed to act as if the issue were actually accepted.

14.3.9.2 Escalation Process

- A. If no resolution is obtainable by the respective Project Managers, the issue will be escalated to the:
  - 1. Agency head of agency or designee; and
  - 2. Designated representative for the contractor.
- B. A meeting between the parties will take place within three (3) working days or a mutually agreed upon time frame.
- C. Final resolution of issues will be provided in writing within two (2) working days of the meeting or a mutually agreed upon time frame.
- D. All parties agree to exercise good faith in dispute/issue resolution.
- E. If no resolution is obtainable after the above review, the issue will be escalated to Executive Management for the State and the designated representative for the contractor.
- F. A meeting between the parties will take place within three (3) working days of the meeting or a mutually agreed upon time frame.

G. Final resolution of issues will be provided in writing within two (2) working days of the meeting or a mutually agreed upon time frame.

14.3.9.3 Proceed with Duties

The State and the contractor agree that during the time the parties are attempting to resolve any dispute in accordance with the provisions of the contract, all parties to the contract shall diligently perform their duties thereunder.

14.3.9.4 Schedule, Cost and/or Scope Changes

If any issue resolution results in schedule, cost and/or scope changes, a State BOE contract amendment will be required.

14.3.10 Travel Requirements

Most design, development and testing activities will occur in Carson City (except those activities mutually agreed to be performed at the contractor's facility).

14.3.11 Source Code Ownership

14.3.11.1 The contractor agrees that in addition to all other rights set forth in this section the State shall have a nonexclusive, royalty-free and irrevocable license to reproduce or otherwise use and authorize others to use all software, procedures, files and other documentation comprising the SAWS Project at any time during the period of the contract and thereafter.

14.3.11.2 The contractor agrees to deliver such material to the State within 20 business days from receipt of the request by the State. Such request may be made by the State at any time prior to the expiration of the contract.

14.3.11.3 The license shall include, but not be limited to:

- A. All SAWS Project and supporting programs in the most current version;
- B. All scripts, programs, transaction management or database synchronization software and other system instructions for operating the system in the most current version;
- C. All data files in the most current version;
- D. User and operational manuals and other documentation;

- E. System and program documentation describing the most current version of the system, including the most current versions of source and object code;
  - F. Training programs for the State and other designated State staff, their agents, or designated representatives, in the operating and maintenance of the system;
  - G. Any and all performance-enhancing operational plans and products, exclusive of equipment; and
  - H. All specialized or specially modified operating system software and specially developed programs, including utilities, software and documentation used in the operation of the system.
- 14.3.11.4 All computer source and executable programs, including development utilities, and all documentation of the installed system enhancements and improvements shall become the exclusive property of the State and may not be copied or removed by the contractor or any employee of the contractor without the express written permission of the State.
- 14.3.11.5 Proprietary software proposed for use as an enhancement or within a functional area of the system may require the contractor to give, or otherwise cause to be given, to the State an irrevocable right to use the software as part of the system into perpetuity.
- 14.3.11.6 Exemptions may be granted if the proprietary product is proposed with this right in place and is defined with sufficient specificity in the proposal that the State can determine whether to fully accept it as the desired solution.
- 14.3.11.7 The contractor shall be required to provide sufficient information regarding the objectives and specifications of any proprietary software to allow its functions to be duplicated by other commercial or public domain products.
- 14.3.11.8 The software products (i.e., search engine) must be pre-approved by the State. The State reserves the right to select such products.

- 14.3.11.9 Ongoing upgrades of the application software must be provided through the end of the contract.
- 14.3.11.10 Any other specialized software not covered under a public domain license to be integrated into the system must be identified as to its commercial source and the cost must be identified in Attachment K, Project Costs.
- 14.3.11.11 The State may, at its option, purchase commercially available software components itself.
- 14.3.11.12 Title to all portions of the system must be transferred to the State including portions (e.g., documentation) as they are created, changed and/or modified.
- 14.3.11.13 The contractor must convey to the State, upon request and without limitation, copies of all interim work products, system documentation, operating instructions, procedures, data processing source code and executable programs that are part of the system, whether they are developed by the employees of the contractor or any subcontractor as part of this contract or transferred from another public domain system or contract.
- 14.3.11.14 The provision of **Section 14.3.11 Source Code Ownership** must be incorporated into any subcontract that relates to the development, operation or maintenance of any component part of the system.

#### 14.3.12 Escrow Account

- 14.3.12.1 The State may require contractor to establish an escrow account. The escrow agent chosen for this transaction must be acceptable to the State.
- 14.3.12.2 If required, the escrow account must contain the following items:
  - A. Two copies of the source code (preferably commented code) including all listing of the lines of programming and any custom developed code for the system for each version of the software on virus-free magnetic media, compiled and ready to be read by a computer;
  - B. A complete copy of the executable code including table structures, data structures, system tables and data;
  - C. A golden master of the software.
  - D. Build scripts;
  - E. Any configuration files separate from the build scripts;

- F. Object libraries;
- G. Application Program Interfaces (APIs);
- H. Compilation instructions in written format or recorded on video format;
- I. Complete documentation on all aspects of the system including design documentation, technical documentation and user documentation; and
- J. Names and addresses of key technical employees that a licensee may hire as a subcontractor in the event the contractor ceases to exist.

14.3.12.3 The escrow deposit materials must be shipped to the escrow agent via a traceable courier or electronically. Upon receipt of the materials, the escrow agent must verify that the contents of the deposit are in good working order and certify the same to the State.

14.3.12.4 The escrow agency must store the materials in a media vault with climate control and a gas-based fire extinguishing system.

14.3.12.5 Each time the contractor makes a new release or updated version of the software available to customers, that version as described in **RFP Section 14.3.12.2** must be deposited with the escrow agent and proof of the deposit must be forwarded to the State.

14.3.12.6 In the event that contractor becomes insolvent, subject to receivership, or becomes voluntarily or involuntarily subject to the jurisdiction of the bankruptcy court, or if the contractor fails to provide maintenance and/or support for the product as outlined in the contract, or the contractor discontinues the product, the State will be entitled to access the software source code and related items for use in maintaining the system either by its own staff or by a third party.

Any costs associated with an escrow account must be included in **Attachment J, Project Costs**.

#### 14.3.13 Ownership of Information and Data

14.3.13.1 The State shall have unlimited rights to use, disclose or duplicate, for any purpose whatsoever, all information and data developed, derived, documented, installed, improved or furnished by the contractor under this contract.

14.3.13.2 All files containing any State information are the sole and exclusive property of the State. The contractor agrees not to use information

obtained for any purposes not directly related to this contract without prior written permission from the State.

14.3.13.3 Contractor agrees to abide by all federal and State confidentiality requirements including, without limitation, providing at Contractor's expense all notices or other corrective or mitigating measures required by law in the event of a breach of the security of the data for which Contractor is responsible.

#### 14.3.14 Guaranteed Access to Software

14.3.14.1 The State shall have full and complete access to all source code, documentation, utilities, software tools and other similar items used to develop/install the proposed SAWS Project or may be useful in maintaining or enhancing the equipment and SAWS Project after it is operating in a production environment.

14.3.14.2 For any of the above-mentioned items not turned over to the State upon completion of the installation, the contractor must provide a guarantee to the State of uninterrupted future access to, and license to use, those items. The guarantee must be binding on all agents, successors and assignees of the contractor and subcontractor.

14.3.14.3 The State reserves the right to consult legal counsel as to the sufficiency of the licensing agreement and guarantee of access offered by the contractor.

#### 14.3.15 Patent or Copyright Infringement

To the extent of any limited liability expressed in the contract, the contractor agrees to indemnify, defend and hold harmless, not excluding the State's right to participate, the State from any and all claims, actions, damages, liabilities, costs and expenses, including reasonable attorney's fees and expenses, arising out of any claims of infringement by the contractor of any United State Patent or trade secret, or any copyright, trademark, service mark, trade name or similar proprietary rights conferred by common law or by any law of the United States or any state said to have occurred because of systems provided or work performed by the contractor, and, the contractor shall do what is necessary to render the subject matter non-infringing in order that the State may continue its use without interruption or otherwise reimburse all consideration paid by the State to the contractor.

#### 14.3.16 Contract Restriction

Pursuant to NAC 333.180, if the Division or using agency undertakes a project that requires (A) more than one request for proposals or invitation for bids; and (B) an initial contract for the design of the project, the person who is awarded the initial contract for the design of the project, or any associated subcontractor, may not make a proposal, assist another person in making a proposal, or otherwise

materially participate in any subsequent contract related to that project, unless his participation in the subsequent contract is within the scope of the initial contract.

#### 14.3.17 Period of Performance

The contract will be effective upon approval by the BOE and through the period of time the system is installed, operational and fully accepted by the State, including the maintenance and warranty period and delivery and acceptance of all project documentation and other associated material.

#### 14.3.18 Right to Publish

14.3.18.1 All requests for the publication or release of any information pertaining to this RFP and any subsequent contract must be in writing and sent to the State Project Office.

14.3.18.2 No announcement concerning the award of a contract as a result of this RFP can be made without prior written approval of the Administrator, Director or designee.

14.3.18.3 As a result of the selection of the contractor to supply the requested services, the State is neither endorsing nor suggesting the contractor is the best or only solution.

14.3.18.4 The contractor shall not use, in its external advertising, marketing programs, or other promotional efforts, any data, pictures or other representation of any State facility, except with the specific advance written authorization of the Administrator, Director or designee.

14.3.18.5 Throughout the term of the contract, the contractor must secure the written approval of the State per ***RFP Section 14.3.18.2*** prior to the release of any information pertaining to work or activities covered by the contract.

#### 14.3.19 Key Personnel

14.3.19.1 Key personnel will be incorporated into the contract. Replacement of key personnel may be accomplished in the following manner:

A. A representative of the contractor authorized to bind the company will notify the State in writing of the change in key personnel.

B. The State may accept the change of the key personnel by notifying the contractor in writing.

C. The signed acceptance will be considered to be an update to the key personnel and will not require a contract amendment. A copy of the acceptance must be kept in the official contract file.

- D. Replacements to key personnel are bound by all terms and conditions of the contract and any subsequent issue resolutions and other project documentation agreed to by the previous personnel.
- E. If key personnel are replaced, someone with comparable skill and experience level must replace them.
- F. At any time that the contractor provides notice of the permanent removal or resignation of any of the management, supervisory or other key professional personnel and prior to the permanent assignment of replacement staff to the contract, the contractor shall provide a resume and references for a minimum of two (2) individuals qualified for and proposed to replace any vacancies in key personnel, supervisory or management position.
- G. Upon request, the proposed individuals will be made available within five (5) calendar days of such notice for an in-person interview with State staff at no cost to the State.
- H. The State will have the right to accept, reject or request additional candidates within five (5) calendar days of receipt of resumes or interviews with the proposed individuals, whichever comes later.
- I. A written transition plan must be provided to the State prior to approval of any change in key personnel.
- J. The State reserves the right to have any contract or management staff replaced at the sole discretion and as deemed necessary by the State.

#### 14.3.20 Authorization to Work

Contractor is responsible for ensuring that all employees and/or subcontractors are authorized to work in the United States.

#### 14.3.21 System Compliance Warranty

Licenser represents and warrants: (a) that each Product shall be Date Compliant; shall be designed to be used prior to, during, and after the calendar year 2000 A.D.; will operate consistently, predictably and accurately, without interruption or manual intervention, and in accordance with all requirements of this Agreement, including without limitation the Applicable Specifications and the Documentation, during each such time period, and the transitions between them, in relation to dates it encounters or processes; (b) that all date recognition and processing by each Product will include the Four Digit Year Format and will correctly recognize and process the date of February 29, and any related data, during Leap Years; and (c) that all date sorting by each Product that includes a "year category" shall be done based on the Four Digit Year Format.

## 15. SUBMISSION CHECKLIST

This checklist is provided for vendor’s convenience only and identifies documents that must be submitted with each package in order to be considered responsive. Any proposals received without these requisite documents may be deemed non-responsive and not considered for contract award.

<b>Part I A– Technical Proposal Submission Requirements</b>		<b>Completed</b>
Required number of Technical Proposals per submission requirements		
Tab I	Title Page	
Tab II	Table of Contents	
Tab III	Vendor Information Sheet	
Tab IV	State Documents	
Tab V	Attachment B – Technical Proposal Certification of Compliance with Terms and Conditions of RFP	
Tab VI	Section 4 – System Requirements	
Tab VII	Section 5 – Scope of Work	
Tab VIII	Section 6 – Company Background and References	
Tab IX	Attachment I – Proposed Staff Resume(s)	
Tab X	Preliminary Project Plan	
Tab XI	Other Information Material	
<b>Part I B – Confidential Technical Proposal Submission Requirements</b>		
Required number of Confidential Technical Proposals per submission requirements		
Tab I	Title Page	
Tabs	Appropriate tabs and information that cross reference back to the technical proposal	
<b>Part II – Cost Proposal Submission Requirements</b>		
Required number of Cost Proposals per submission requirements		
Tab I	Title Page	
Tab II	Cost Proposal	
Tab III	Attachment K - Cost Proposal Certification of Compliance with Terms and Conditions of RFP	
<b>Part III – Confidential Financial Information Submission Requirements</b>		
Required number of Confidential Financial Proposals per submission requirements		
Tab I	Title Page	
Tab II	Financial Information and Documentation	
<b>CDs Required</b>		
One (1)	Master CD with the technical and cost proposal contents only	
One (1)	Public Records CD with the technical and cost proposal contents only	
<b>Reference Questionnaire Reminders</b>		
Send out Reference Forms for Vendor (with Part A completed)		
Send out Reference Forms for proposed Subcontractors (with Part A and Part B completed, if applicable)		

**ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION**

Submitted proposals, which are marked “confidential” in their entirety, or those in which a significant portion of the submitted proposal is marked “confidential” **will not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a “trade secret” as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors’ technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFP, vendors are requested to submit confidential information in separate binders marked “**Part I B Confidential Technical**” and “**Part III Confidential Financial**”.

The State will not be responsible for any information contained within the proposal. Should vendors not comply with the labeling and packing requirements, proposals will be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that will be in an open meeting format, the proposals will remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act will constitute a complete waiver and all submitted information will become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information as defined in *Section 2 “ACRONYMS/DEFINITIONS.”*

*Please initial the appropriate response in the boxes below and provide the justification for confidential status.*

<b>Part I B – Confidential Technical Information</b>			
YES		NO	
<b>Justification for Confidential Status</b>			

<b>A Public Records CD has been included for the Technical and Cost Proposal</b>			
YES		NO (See note below)	
<i>Note: By marking “NO” for Public Record CD included, you are authorizing the State to use the “Master CD” for Public Records requests.</i>			

<b>Part III – Confidential Financial Information</b>			
YES		NO	
<b>Justification for Confidential Status</b>			

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

**This document must be submitted in Tab IV of vendor’s technical proposal**

**ATTACHMENT B – TECHNICAL PROPOSAL CERTIFICATION OF COMPLIANCE  
WITH TERMS AND CONDITIONS OF RFP**

I have read, understand and agree to comply with *all* the terms and conditions specified in this Request for Proposal.

YES \_\_\_\_\_ I agree to comply with the terms and conditions specified in this RFP.

NO \_\_\_\_\_ I do not agree to comply with the terms and conditions specified in this RFP.

If the exception and/or assumption require a change in the terms in any section of the RFP, the contract, or any incorporated documents, vendors *must* provide the specific language that is being proposed in the tables below. If vendors do not specify in detail any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

*Vendors MUST use the following format.* Attach additional sheets if necessary.

**EXCEPTION SUMMARY FORM**

<b>EXCEPTION #</b>	<b>RFP SECTION NUMBER</b>	<b>RFP PAGE NUMBER</b>	<b>EXCEPTION (Complete detail regarding exceptions must be identified)</b>

**ASSUMPTION SUMMARY FORM**

<b>ASSUMPTION #</b>	<b>RFP SECTION NUMBER</b>	<b>RFP PAGE NUMBER</b>	<b>ASSUMPTION (Complete detail regarding assumptions must be identified)</b>

**This document must be submitted in Tab V of vendor’s technical proposal**

## ATTACHMENT C – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

- (1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.
- (2) All proposed capabilities can be demonstrated by the vendor.
- (3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.
- (4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.
- (5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.
- (6) All conditions and provisions of this RFP are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion must be in writing and included in the proposal at the time of submission.
- (7) Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFP, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.
- (8) All employees assigned to the project are authorized to work in this country.
- (9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.
- (10) The company has a written policy regarding compliance for maintaining a drug-free workplace.
- (11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.
- (12) Vendor must certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.
- (13) The proposal must be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

---

Vendor Company Name

---

Vendor Signature

---

Print Name

---

Date

**This document must be submitted in Tab IV of vendor's technical proposal**

## ATTACHMENT D – CONTRACT FORM

The following State Contract Form is provided as a courtesy to vendors interested in responding to this RFP. Please review the terms and conditions in this form, as this is the standard contract used by the State for all services of independent contractors. It is not necessary for vendors to complete the Contract Form with their proposal.

If exceptions and/or assumptions require a change to the Contract Form, vendors *must* provide the specific language that is being proposed on *Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP*.

Please pay particular attention to the insurance requirements, as specified in *Paragraph 16 of the embedded contract and Attachment E, Insurance Schedule for RFP 3199*



Contract Form.doc

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file once you have doubled clicked on the icon, please contact Nevada State Purchasing at [srvpurch@admin.nv.gov](mailto:srvpurch@admin.nv.gov) for an emailed copy.*

## ATTACHMENT E – INSURANCE SCHEDULE FOR RFP 3199

The following Insurance Schedule is provided as a courtesy to vendors interested in responding to this RFP. Please review the terms and conditions in the Insurance Schedule, as this is the standard insurance schedule used by the State for all services of independent contractors.

If exceptions and/or assumptions require a change to the Insurance Schedule, vendors **must** provide the specific language that is being proposed on ***Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP.***



Attachment E -  
Insurance Schedule.doc

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file  
once you have doubled clicked on the icon,  
please contact Nevada State Purchasing at  
[srvpurch@admin.nv.gov](mailto:srvpurch@admin.nv.gov) for an emailed copy.*

## ATTACHMENT F – REFERENCE QUESTIONNAIRE

The State of Nevada, as a part of the RFP process, requires proposing vendors to submit business references as required within this document. The purpose of these references is to document the experience relevant to the scope of work and provide assistance in the evaluation process.

<b>INSTRUCTIONS TO PROPOSING VENDOR</b>	
1.	Proposing vendor or vendor's proposed subcontractor <b>MUST</b> complete Part A and/or Part B of the Reference Questionnaire.
2.	Proposing vendor <b>MUST</b> send the following Reference Questionnaire to <b>EACH</b> business reference listed for completion of Part D, Part E and Part F.
3.	Business reference is requested to submit the completed Reference Questionnaire via email or facsimile to:  <div style="text-align: center;">                     State of Nevada, Purchasing Division                      Subject:     <b>RFP 3199</b>                      Attention:   <b>Purchasing Division</b>                      Email:        <a href="mailto:rfpdocs@admin.nv.gov">rfpdocs@admin.nv.gov</a>                      Fax:           775-684-0188                 </div> <p>Please reference the RFP number in the subject line of the email or on the fax.</p>
4.	The completed Reference Questionnaire <b>MUST</b> be received <i><b>no later than 4:30 PM PT December 14, 2015.</b></i>
5.	Business references are <b>NOT</b> to return the Reference Questionnaire to the Proposer (Vendor).
6.	In addition to the Reference Questionnaire, the State may contact any and all business references by phone for further clarification, if necessary.
7.	Questions regarding the Reference Questionnaire or process should be directed to the individual identified on the RFP cover page.
8.	Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.



IT Reference  
Questionnaire.doc

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file once you have doubled clicked on the icon, please contact Nevada State Purchasing at [srvpurch@admin.nv.gov](mailto:srvpurch@admin.nv.gov) for an emailed copy.*

## ATTACHMENT G – PROJECT DELIVERABLE SIGN-OFF FORM

Deliverables submitted to the State for review per the approved contract deliverable payment schedule must be accompanied by a deliverable sign-off form with the appropriate sections completed by the contractor.

Please refer to *Section 5.3, Deliverable Submission and Review Process*, for a discussion regarding the use of this form.



Sample Project  
Deliverable Sign Off F

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file  
once you have doubled clicked on the icon,  
please contact Nevada State Purchasing at  
[srvpurch@admin.nv.gov](mailto:srvpurch@admin.nv.gov) for an emailed copy.*

## ATTACHMENT H – STATEMENT OF UNDERSTANDING

Upon approval of the contract and prior to the start of work, each of the staff assigned by the contractor and/or subcontractor to this project will be required to sign a non-disclosure Statement of Understanding.

All non-disclosure agreements shall be enforced and remain in force throughout the term of the contract and any contract extensions.



Statement of  
Understanding.doc

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file  
once you have doubled clicked on the icon,  
please contact Nevada State Purchasing at  
[srypurch@admin.nv.gov](mailto:srypurch@admin.nv.gov) for an emailed copy.*

## ATTACHMENT I – PROPOSED STAFF RESUME

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff using the State format.



Proposed Staff  
Resume.doc

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file  
once you have doubled clicked on the icon,  
please contact Nevada State Purchasing at  
[srvpurch@admin.nv.gov](mailto:srvpurch@admin.nv.gov) for an emailed copy.*

## ATTACHMENT J – PROJECT COSTS

The cost for each task/deliverable must be complete and include all expenses, including travel, per diem and out-of-pocket expenses as well as administrative and/or overhead expenses. Detailed backup must be provided for all cost schedules completed.



Attachment J -  
Project Costs.xlsx

*To open the document, double click on the icon.*

*If you are unable to access the above inserted file  
once you have doubled clicked on the icon,  
please contact Nevada State Purchasing at  
[srypurch@admin.nv.gov](mailto:srypurch@admin.nv.gov) for an emailed copy.*

**ATTACHMENT K – COST PROPOSAL CERTIFICATION OF COMPLIANCE  
WITH TERMS AND CONDITIONS OF RFP**

I have read, understand and agree to comply with *all* the terms and conditions specified in this Request for Proposal.

YES \_\_\_\_\_ I agree to comply with the terms and conditions specified in this RFP.

NO \_\_\_\_\_ I do not agree to comply with the terms and conditions specified in this RFP.

If the exception and/or assumption require a change in the terms in any section of the RFP, the contract, or any incorporated documents, vendors *must* provide the specific language that is being proposed in the tables below. If vendors do not specify in detail any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

*Note: Only cost exceptions and/or assumptions should be identified on this attachment. Do not restate the technical exceptions and/or assumptions on this attachment.*

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

**Vendors MUST use the following format.** Attach additional sheets if necessary.

**EXCEPTION SUMMARY FORM**

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)

**ASSUMPTION SUMMARY FORM**

ASSUMPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	ASSUMPTION (Complete detail regarding assumptions must be identified)

**This document must be submitted in Tab III of vendor’s cost proposal.  
This form MUST NOT be included in the technical proposal.**



## **ATTACHMENT M – FEDERAL LAWS AND AUTHORITIES**

*The information in this section does not need to be returned with the vendor's proposal.* Following is a list of Federal Laws and Authorities with which the awarded vendor will be required to comply.

### **ENVIRONMENTAL:**

1. Archeological and Historic Preservation Act of 1974, PL 93-291
2. Clean Air Act, 42 U.S.C. 7506(c)
3. Endangered Species Act 16 U.S.C. 1531, ET seq.
4. Executive Order 11593, Protection and Enhancement of the Cultural Environment.
5. Executive Order 11988, Floodplain Management
6. Executive Order 11990, Protection of Wetlands
7. Farmland Protection Policy Act, 7 U.S.C. 4201 ET seq.
8. Fish and Wildlife Coordination Act, PL 85-624, as amended
9. National Historic Preservation Act of 1966, PL 89-665, as amended
10. Safe Drinking Water Act, Section 1424(e), PL 92-523, as amended

### **ECONOMIC:**

1. Demonstration Cities and Metropolitan Development Act of 1966, PL 89-754, as amended
2. Section 306 of the Clean Air Act and Section 508 of the Clean Water Act, including Executive Order 11738, Administration of the Clean Air Act and the Federal Water Pollution Control Act with Respect to Federal Contracts, Grants or Loans

### **SOCIAL LEGISLATION**

1. Age Discrimination Act, PL 94-135
2. Civil Rights Act of 1964, PL 88-352
3. Section 13 of PL 92-500; Prohibition against sex discrimination under the Federal Water Pollution Control Act
4. Executive Order 11246, Equal Employment Opportunity
5. Executive Orders 11625 and 12138, Women's and Minority Business Enterprise
6. Rehabilitation Act of 1973, PL 93, 112

### **MISCELLANEOUS AUTHORITY:**

1. Uniform Relocation and Real Property Acquisition Policies Act of 1970, PL 91-646
2. Executive Order 12549 – Debarment and Suspension