The following questions were raised and are answered below:

1. We did not see a submission deadline for the RFP, only that a 120-day (roughly four months) acceptance period is agreed upon from the time of opening time of the RFP. Is this correct?

   **Answer:** The sealed proposals are due by 3:00 PM Las Vegas time on Wednesday, November 29, 2017 (the opening date). The Opening Date was changed per Addendum No. 1. Please see Addendum No. 1 to the RFP. The 120-day acceptance period means that Proposer’s offer should not expire for a minimum of 120 calendar days from date of opening.

2. Section E details the individual business units that UNLV is expecting a contractor to evaluate. Is it the expectation that a contractor will be able to evaluate all business units, or can a contractor submit a proposal to evaluate itemized units? Furthermore, will the University select a contractor to do the entire scope of work, or are they able to pick multiple contractors to assess specific business units?

   **Answer:** Proposers may provide a proposal for performing the assessments for one, all, or any combination of the business units. UNLV may award Contracts to one or more Proposers to provide the assessments. Per Section C General Terms and Conditions, letter b), UNLV reserves the right to award on a multi-year basis and, if in the best interest of UNLV, to award to multiple Contractors.

3. Does the University differentiate overhead and direct costs separately from the cost estimates that a contractor submits for the RFP?

   **Answer:** The University will evaluate the RFP based on total costs, not individual cost components.

4. In addition to obtaining an independent perspective from an external firm(s), are there any other key drivers why the University is seeking external assistance with these services?
Answer: See page 14, BACKGROUND paragraph: This assessment of the finance, business and administrative functions will help inform the organization in identifying potential changes in these functions to best support institutional leadership and strategic planning.

5. When the University has a project need, will it contact all of the firms on this contract and provide them with an opportunity to submit a proposal? If no, what selection process will the University use when project needs arise?

Answer: The intent of this solicitation is to assess the current state of the business units. If during these assessments it is determined additional reviews or an increased scope of work is required, UNLV may negotiate with the appropriate contracted Proposer.

6. Regarding Section B.2.f.1.d (page 6 of the RFP): The exact personnel to be used for any future engagement(s) will depend on the specific needs of each project proposed by the University. Will it be acceptable to the University for bidders to include a sample of potential staff resumes for individuals that are likely to be used on future projects?

Answer: Yes, this is acceptable.

7. Section D (page 15 of the RFP) provides a list of nine units within the Finance and Business Division. Does UNLV anticipate that any of these assessments will be conducted concurrently?

Answer: It may be appropriate to conduct some of the assessments concurrently.

8. Exhibit A on page 17 of the RFP provides a sample Certificate of Liability Insurance. Can the University provide more insight into the intent of this exhibit? Do bidders need to provide our insurance certificate as part of our proposal, or is this a requirement of the selected consultant(s) only?

Answer: Proposers may include the certificate of insurance as part of their proposal response, but this is not required. Proposers who are selected will be required to provide a certificate of insurance per the insurance requirements listed in the Exhibit B Minimum Contract Terms for the RFP, Article V.

9. Are Section F (RFP Response Form) and Section G (List of Subcontractors/Tier 2 Suppliers) included in or excluded from the 40-page proposal limit?

Answer: Section F and Section G may be excluded from the 40-page proposal limit.

10. Section F (RFP Response Form) instructs bidders to include exceptions to any of the specifications or requirements of the RFP as an attachment to the proposal. Is the list of exceptions included in or excluded from the 40-page proposal limit?

Answer: The list of exceptions may be excluded from the 40-page proposal limit.

11. Since we are providing estimated pricing and it is unknown if the total value of the contract will exceed $1,000,000, do we need to fill out and return Section G (List of Subcontractors/Tier 2 Suppliers)?
**Answer:** If you do not anticipate that the total value of the contract will exceed $1,000,000, then you may write N/A in Section G. UNLV may request this information from you at a later time if the Contract value exceeds $1,000,000.

12. We’re wondering what would be the best way to submit requested modifications to the standard contract as well as timing to do that. There may be some language that could impact auditor independence – for example in regard to working paper ownership - as well as other items. If you like, we could use the word document and use redlining to provide our requests. Please advise what’s best from your perspective.

**Answer:** If Proposer takes exception to any of the terms and conditions in the RFP, including the Exhibit B Minimum Contract Terms for the RFP, Proposer should submit the list of exceptions with their sealed Proposal Response. Please see the Section F RFP Response Form heading entitled Exceptions. A word copy of the RFP document will not be provided.

13. Additionally, we’re wondering if you could supply us copies of any existing operational assessments or performance audits that may exist for the units within the Finance and Business Division to be reviewed. If feasible, we would also appreciate any additional information about the various units, including descriptions of unit responsibilities, any charters or similar documents, organization charts, budgetary documents, and the like to help us understand the overall scope of the entities.

**Answer:** There have been no previous operational assessments performance audits for the units. Additional information may be found on the webpages of these units. A listing of the units can be found at https://www.unlv.edu/financevp/departments

14. Why has the University decided to procure a firm to provide an independent assessment of financial and business operations?

**Answer:** See page 14 Section D Scope of Work/Specifications, BACKGROUND paragraph: This assessment of the finance, business and administrative functions will help inform the organization in identifying potential changes in these functions to best support institutional leadership and strategic planning.

15. Has the University had an independent assessment of financial and business operations previously? If so:
   1. What period did the assessment cover?
   2. What were the fees?
   3. Could you share the deliverables?

**Answer:** There have been no previous operational assessments performance audits for the units. Additional information may be found on the webpages of these units. A listing of the units can be found at https://www.unlv.edu/financevp/departments

16. What information does the University find most important to be included in the final deliverables for this project?

**Answer:** See page 14 of 30, SERVICES TO BE PERFORMED paragraph: This sections outlined the services to be performed and the deliverables. All are important.
17. We understand the scheduled for up to a 12-18 month period and the first engagement is to begin in January 2018. Is there an overall completion date the University has in mind and or specifically for each component?
   1. Administration
   2. Budget
   3. Campus Audit
   4. Controller’s Office
   5. Facilities Management
   6. Intercollegiate Athletics and Auxiliary
   7. Planning and Construction
   8. Purchasing
   9. Risk Management & Safety

   **Answer:** UNLV has not established an overall completion date or completion dates for specific components. These dates will be determined when UNLV meets with the selected firm(s) to finalize the timeline, scope and pricing for each engagement.

18. Could you describe the significant information technology systems that you expect the assessment to cover in each area:
   1. Administration
   2. Budget
   3. Campus Audit
   4. Controller’s Office
   5. Facilities Management
   6. Intercollegiate Athletics and Auxiliary
   7. Planning and Construction
   8. Purchasing
   9. Risk Management & Safety

   **Answer:** It is not anticipated that information technology systems are a significant component of the assessment of the units. However, it is likely review of each area would include gaining an understanding of any departmental systems that supplement the University’s core human resources and financial management system (Workday as of October 1, 2017).

19. Does UNLV have an expectation as to when it will select the successful firm for this engagement?
   **Answer:** UNLV intends to have awarded Proposers selected by January of 2018.

20. Approximately how many firms have been included in the RFP’s selection process?

   **Answer:** UNLV has advertised the RFP in the local newspaper and on the UNLV Purchasing website, as well as sent out notifications that the RFP is available to various vendors that are registered in UNLV’s supplier registration system. Proposers do not need to be invited to respond. Any Proposer submitting a response who meets the requirements set forth in the RFP may be considered.

21. Approximately how many firms does UNLV anticipate selecting as part of this RFP selection process?
Answer: This is unknown at this time. See response to Question No. 2.

22. On occasion, we have designed our approach and activities (e.g., method and frequency of facilitation, staffing, etc.) based on the client’s budget. As such, has UNLV determined an overall budget for this assignment or its component parts?

Answer: UNLV has not established a specific budget for these assessments.

23. Does UNLV expect to have a primary project sponsor or steering committee to which the successful firm will report? If so, who does UNLV expect to act in this capacity?

Answer: The firms will report to the sponsor, Jean Vock, Vice President for Finance and Business and Chief Financial Officer.

24. Along with a change in leadership for Finance and Business, are there other changes (now or planned) that we should be aware of that may impact our project planning?

Answer: No.

25. Does UNLV have established milestones or preferred completion date for each unit’s review?

Alternatively, are there particular units that leadership would like to prioritize first given current concerns or topics on leadership’s mind?

Answer: No, these items will be negotiated with selected firm(s).

26. Would leadership be open to condensing the overall timeframe for the review of all units (i.e., from 12-18 months specified in the RFP to a shorter timeframe)? If not, would you be willing to share any particular explanation as to why you feel the timeframe cannot be condensed?

Answer: Yes, timeframes will be negotiated with selected firm(s).

27. In addition to the groups mentioned within the RFP, does UNLV anticipate the involvement of other constituent groups that interface with the Finance and Business Division (e.g., internal “customers” of the in-scope areas, outsourced third-party vendors)?

Answer: These may be involved as they may relate to Section D Scope of Work Specifications - Services to be Performed.

28. Would you be able to provide organizational charts for units specified within the Finance and Business Division?

Do you have an estimate of the number of interview/collaboration sessions that would be required in order to achieve UNLV’s objectives?

Answer: Further information, including available organizational charts for the units can be found at https://www.unlv.edu/financevp/departments. There are no predetermined number of sessions required. Proposers should provide what they deem appropriate to perform the services as outlined in the RFP.
29. Are there any areas within the Finance and Business Division units specified that would be considered out of scope for this engagement?

**Answer:** Those listed in the RFP are the units included in the Finance and Business Division.

30. The RFP states that the leadership team recognizes the importance of organizational effectiveness; and it indicates that the external report to be prepared will include assessments and recommended changes to inform the organization for identifying potential changes. For this effort, will there be a Steering Committee—and to whom will the final reports be presented to? Who will serve as the primary project sponsor?

**Answer:** The firm(s) will report to the sponsor, Jean Vock, Vice President for Finance and Business and Chief Financial Officer.

31. Is the intent for the assessments to address university-wide implications of that function; or will the assessments be focused upon the internal administrative operations? For example, would the “Budget” review focus on the UNLV Budget Office’s operations and the processes that it oversees—or would it consider how budgeting and resource allocation occurs across the entire university? Likewise, would the Planning & Construction review focus upon the services performed by that office—or would it consider the full range of university capital planning activities, including strategic planning, funding, business cases, and timing?

**Answer:** The focus of these assessments is the internal administrative operations and the services listed in the Section D Scope of Work/Specifications.

32. What are the services (e.g., housing, dining, mail services, etc.) that are included within the Intercollegiate Athletics & Auxiliary Business Offices?

**Answer:** Intercollegiate Athletics and Auxiliary Business Offices has recently been reassigned to a different division. Therefore, it will no longer be a part of this assessment.

33. The RFP states that the reviews of financial and business operations will be scheduled over an extended period of up to 12-18 months. We believe that each area can be reviewed in less than 3 months. Given the 12-18 month timeframe in the RFP, is the intent for an extended review of each area; or intensive reviews of each area staged over the course of 18 months?

**Answer:** UNLV has not established an overall completion date or completion dates for specific components. These dates will be determined when UNLV meets with the selected firm(s) to finalize the timeline, scope and pricing for each engagement.

34. Is the intent for any of the vendor-proposed services to include implementation support of changes that may occur within the 12-18 month timeframe?

**Answer:** The intent of this RFP is the assessment of the operations. However, additional related scopes of work may be negotiated.

35. Terms and Conditions Since the indemnity included in Article V.C. is much broader than what we typically agree to in a professional services contracts, we would like to understand
whether that provision is negotiable. Would UNLV be willing to limit the indemnity to specific types of claims, such as claims for personal injury, property damage and IP infringement claims arising out of the services? Also, our policy requires that a limitation on liability provision be included in its services agreements. Is UNLV willing to include a provision in the agreement that excludes claims for consequential, indirect and punitive damages and caps EY’s aggregate liability? We would like to revise the indemnity and liability paragraphs to the following: Indemnity Provision To the fullest extent permitted by applicable law, Contractor shall indemnify, defend and hold harmless NHSE/UNLV, its affiliates and their respective assignees, subcontractors, members, shareholders, directors, officers, managers, partners, employees, agents and consultants (collectively, "NHSE/UNLV Indemnitees"), from and against all (A) claims and causes of action, pending or threatened, of any kind (whether based on contract, tort or otherwise) by third parties, including any affiliate of the NHSE/UNLV, related to or arising out of (i) death or bodily injury or the physical damage to or loss or destruction of any real or tangible personal property to the extent arising out of Contractor’s negligence in the performance of this Agreement or (ii) any third party allegation that the Services infringe such third-party's U.S. patent, or any copyright, trademark or trade secret and (B) liabilities, losses, damages, costs and expenses (including, without limitation, reasonable outside attorneys’ fees) suffered or incurred by any of the NHSE/UNLV Indemnitees in connection with any claims or causes of action described in clause (A) above, except as finally determined to have arisen from the NHSE/UNLV’s fraud or willful misconduct. Limitations on Liability Provisions NHSE/UNLV (and any others for whom Services are provided) may not recover from Contractor, in contract or tort, under statute or otherwise, any consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated. NHSE/UNLV (and any others for whom Services are provided) may not recover from Contractor, in contract or tort, under statute or otherwise, any consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services. This limitation will not apply to losses caused by Contractor’s fraud or willful misconduct or to the extent prohibited by applicable law or professional regulations

**Answer:** Please include any exceptions to the Minimum Contracts Terms and Conditions in your proposal response as required by the RFP Section F Response Form. UNLV reserves the right to negotiate any contract terms with the successful Proposer.

36. Information Please provide a copy of an organizational chart of the Finance and Business Division.

**Answer:** Further information, including available organizational charts for the units can be found at [https://www.unlv.edu/financevp/departments](https://www.unlv.edu/financevp/departments)

37. Information Has a similar assessment been done previously? Is so, please share the output of the previous assessment.

**Answer:** There have been no previous operational assessments performance audits for the units. Additional information may be found on the webpages of these units. A listing of the units can be found at [https://www.unlv.edu/financevp/departments](https://www.unlv.edu/financevp/departments)
38. Information Is management aware of any control exceptions, incidents, or improvement opportunities within the Finance and Business Division that resulted from past audits performed? If yes, please provide additional information.

**Answer:** There have been no previous operational assessments performance audits for the units.

39. Scope How many key stakeholders can we expect to interview for each business unit? Is UNLV open to having middle management involved in the assessment?

**Answer:** There are no expected number of stakeholders and middle management may be involved.

40. Scope Will there be a responsible individual from UNLV who will be our key contact and will work with us to coordinate meetings, status, and other project management activities?

**Answer:** The firm(s) will report to the sponsor, Jean Vock, Vice President for Finance and Business and Chief Financial Officer.

41. Scope Please clarify which of the following statements best describes the scope of the work. If none of the statements apply, please further clarify. 1. To perform a risk assessment for UNLV's Finance and Business Division to identify potential risks that would prevent UNLV from achieving its strategic, operational, compliance, and financial objectives. 2. For risk and controls identified by UNLV’s Finance and Business Division, evaluate the design and operating effectiveness of these controls. 3. Identify process efficiency opportunities and recommend enhancements.

**Answer:** All may apply.

42. Scope Do you expect the provider to attend board and/or audit committee meetings?

**Answer:** The firm(s) will report to the sponsor, Jean Vock, Vice President for Finance and Business and Chief Financial Officer. Assessments will be provided to Jean Vock and she will determine appropriate dissemination of assessments.

43. Timing When does UNLV expect to complete the assessment with the final report(s) delivered for all assessments?

**Answer:** UNLV has not established an overall completion date or completion dates for specific components. These dates will be determined when UNLV meets with the selected firm(s) to finalize the timeline, scope and pricing for each engagement.

44. Fees Can you share the total budget allocated for all assessments? Are there any assessments that you expect may take longer and will require more budget than others (e.g., the unit is more complex than others, historical exceptions)? If yes, can you specify which ones?

**Answer:** UNLV has not established a specific budget. UNLV has not established an overall completion date or completion date for specific components.
The following additions, deletions, clarifications and/or changes shall be made and incorporated in the subject Request for Proposal, 708-KO.

Reference:  Section E Pricing/Royalty Fee Response Form

Due to the fact that the Intercollegiate Athletics & Auxiliary Business Offices unit will no longer be a part of this assessment, the Section E Pricing/Royalty Fee Response Form has been revised. The Pricing/Royalty Fee Response Form is hereby replaced with the attached Section E Pricing/Royalty Fee Response Form- Revised.

ALL OTHER TERMS, CONDITIONS AND SPECIFICATIONS OF THIS REQUEST FOR PROPOSAL REMAIN THE SAME.
SECTION E
PRICING/ROYALTY FEE RESPONSE FORM - REVISED

Based upon your proposed approach, provide your estimated total cost to perform the consulting services for each of the business units, inclusive of all expenses and preparation time.

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Administration (Delivery, Telecommunications, Parking, Real Estate)</td>
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<tr>
<td>Budget</td>
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<td>Campus Audit</td>
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<td>Controller’s Office</td>
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<td>Facilities Management</td>
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<td>Planning &amp; Construction</td>
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<td>Purchasing</td>
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<td>Risk Management &amp; Safety</td>
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Since the final scope of services may be subject to further negotiation, please provide your standard billing rates for the classes of professional personnel proposed to be used in your approach and other billable fees/costs.

Please indicate what if any discount you would provide if awarded more than one business unit.