



**Information Technology and  
Administration & Regulatory Affairs  
Request for Qualifications (RFQ) Q23630  
For Consulting Services Related to 1-Stop Permitting**

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The City of Houston (“City”) intends to develop and implement a 1-Stop Permitting solution for the Houston Permitting Center based on the Vision document attached to this Request. This Project will require a significant capital investment that will provide the opportunity for the City to achieve the following primary objectives:

- 1) Select, integrate, and implement a point of sale (“POS”) solution for the Houston Permitting Center that is capable of supporting all Center cashiering operations, and integrate the POS solution into each of the permitting applications used at the Center.
- 2) Review existing or select a new queuing solution, and integrate & implement a queuing solution capable of helping the Center’s customers understand the permits & inspections required to complete their project and of routing customers through the steps required to complete their business at the Center.
- 3) Assist the City to define, develop & deploy a plan review process that will enable Public Works & Engineering (“PWE”) to support electronic submission & review of building plans & inspections.
- 4) Re-engineer the business processes of each permitting operation to fully utilize the selected IT components to optimize the customer’s permitting experience and to ensure the integrity of the permitting operations of each department/division represented at the Center.
- 5) Develop and implement a support model capable of ensuring the day-to-day operations of the Center’s hardware, software, and business processes.
- 6) Coordinate the deployment of these (and potentially other) technologies with the construction and opening of the Houston Permitting Center.

The City expects to procure the professional services of one or more vendors with a think large & work small perspective, and with the skills & experience required to accomplish the following:

- 1) Manage large, complex, multi-threaded hardware & software selection, integration, and implementation projects with tight budget & timelines, and an enterprise-wide impact
- 2) Assist the City to define the requirements for, to evaluate & select the hardware & software components for, and to configure & test the functionality of a:
  - a) POS solution capable of supporting a centralized cashiering operation at the Houston Permitting Center - conformance with established cash management practices
  - b) Queuing solution capable of coordinating customer activities to produce a 1-Stop Permitting experience
  - c) Plan Review solution capable of scanning paper & accepting electronic plan submissions, and controlling the flow of PWE’s plan review process

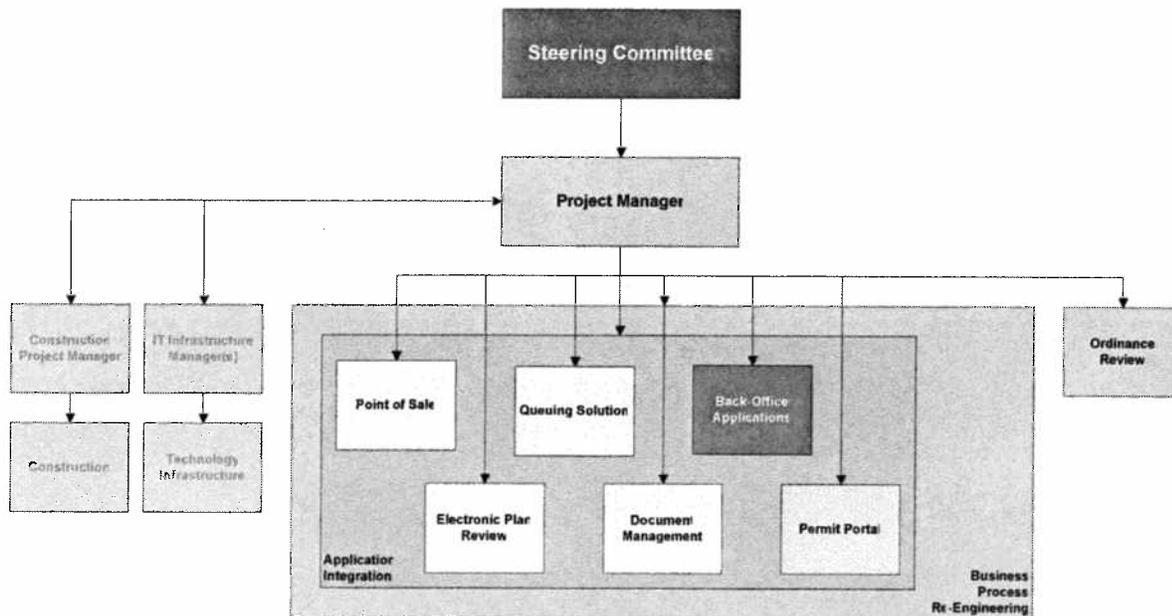


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Note: No product will be purchased through the contract covering the professional services defined by this Request for Qualifications. The firm selected to provide professional services will be precluded from bidding on any hardware/software solutions.

- 3) Select or develop all public-facing components permitting customers will use to initiate plan review and/or permitting processes, pay for permitting & inspection services, and check the status of permitting & inspection activities; including, a web portal for accepting payments, document submission, collaborating on plan reviews, workflow, & management, and call center & interactive voice response communication channels
- 4) Assist the City to redesign its business processes to incorporate the full set of solution components into a 1-Stop Permitting experience for the City's permitting customers
- 5) Integrate the POS and queuing solutions into multiple back-office permitting systems (incl. the City's SAP financial system), and, where practical, into the City's SOA platform
- 6) Architect a complete solution, with a significant testing phase (possibly including a soft deployment) several months before go-live, that delivers stable operations for the life of the software assets
- 7) Facilitate recruiting for both full-time and contract positions required to complete the Project
- 8) Coordinate the deliver of the technology services illustrated in the following diagram:



Legend	
Governance	New COTS
Modify Existing Code	New Development
Revise Existing Processes	Coordinator

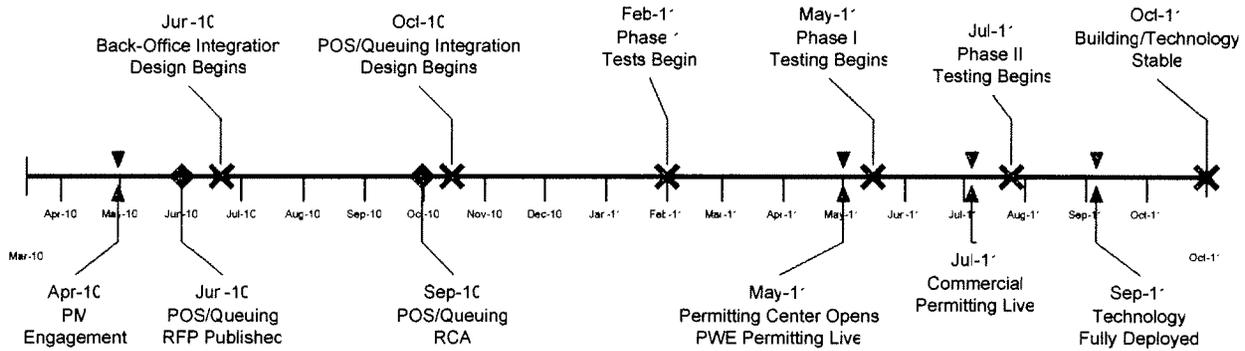


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This RFQ is seeking responses from qualified vendors that:

- 1) Describe their recommended approach for achieving the City’s objectives
- 2) Demonstrate their qualifications to apply the professional skills required to successfully execute their recommended approach
- 3) Consider the very tight timelines expected for this engagement:



Note: All dates are in an mmm-yy format.

At the conclusion of this selection process, the City intends to enter into a contract for consulting services with one or more qualified vendors to assist the City with achieving its stated objectives. To qualify for the contract award, the selected firms **MUST** demonstrate competency in all of the following areas:

- Management of complex, large-scale technology projects
- Definition of an application architecture consisting of multiple hardware and software components
- Business process re-engineering and organizational change management
- Requirements definition, selection & implementation of multiple, integrated hardware & software solutions
- Software development of new capabilities and for integration of multiple technologies, software products, and tools, e.g. internally developed & externally provided Permitting solutions, point of sale & queuing software, electronic document management solutions
- Development and delivery of training programs for new applications, including administration of sign-up / attendance, proficiency testing, and training of internal personnel to develop and deliver training
- Recruiting for the types of skills required for this project.



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To be considered, firms must submit a specific Statement of Qualifications (SOQ) for each area of competency that the firm elects to include in their response. The SOQ must include:

- A description of the firm's capability for each selected competency
- An outline of the approach that will be used to deliver each selected competency, as well as the engagement as a whole
- Specific qualifications of the individuals/employees to be assigned/hired for the project  
Note: City will include language in any contract resulting from this solicitation that identifies the actual members of the consulting team
- An estimated number of hours for the detail design phase
- Hourly rate and any ancillary expenses for each skill set included in the response
- Confirmation of local presence – either as the principal or through a contractor
- A description of prior projects, along with at least three references for each area of competency, that demonstrate firms' ability to successfully deliver selected services while building an effective working relationship with its clients

In addition to the SOQ, responding firms must provide a statement that the firm understands:

- The City's MWBE program and will agree to a fair and reasonable MWBE goal
- The City's insurance and health insurance (Pay or Play) requirements
- That the City will require the selected firm(s) to maintain an appropriate level of General, Automobile, Workers Compensation, and Professional Liability insurance
- That selected firms may have to provide the City with a performance bond or letter of credit to cover potential damages if the firm fails to perform in accordance with the contract
- That the City will not agree to a limitation of liability clause in the contract between the firm and the City of Houston
- That the City will retain the rights to the intellectual properties developed under the contract for this project.

The length of submittal document shall not exceed five pages (single sided) per competency area, excluding resumes of personnel being presented.

The City will appointed a committee to review the submittals and recommend the most highly qualified firms.

Deadline: Respondents shall provide six copies of:

- Letter of Interest notifying the City of the provider's intent to be considered for this project,



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- Statement of Qualifications, and
- Statements of Understanding.

These documents shall be addressed to the Information Technology Department (Procurement Section), 611 Walker (Room 800) Houston, TX 77002 and will be **received until 4:00 p.m. (CDT) by Friday, April 16, 2010.** Any submissions received after this time will not be considered. Submit qualifications in a sealed envelope and clearly identify RFQ number and firm name on the outside of the envelope.

The City will conduct a Pre-submission meeting on **Friday, April 2, 2010** at 3:00 p.m. in the Oak Conference Room on the 13<sup>th</sup> floor of 611 Walker Street. If you should have any questions regarding this RFQ, please send them via e-mail [Frank.Rodriguez@cityofhouston.net](mailto:Frank.Rodriguez@cityofhouston.net).

# **Vision for Creating a One-Stop Permitting Process**

## **Background**

The City of Houston issues over 435,000 permits each year and collects over \$50 million in fees. There are over 250 distinct types of permits issued by nine different departments.

The variety and scope of activities covered by the City's permitting processes, combined with the need to deal with nine different departments, creates significant challenges for citizens needing multiple permits.

## **Vision**

The new Houston Permitting Center will establish a single location where Citizens can have their permitting requirements addressed by 34 divisions.

To successfully translate this vision into an effective One-Stop Permitting operation, we will develop 1002 Washington Ave. into a state-of-the-art customer service center where citizens can obtain all required permits, make one payment and have access to knowledgeable staff who can answer questions and help resolve issues.

## **Mission**

Create a One-Stop Shopping concept that:

- Combines new technologies and new approaches to provide a state-of-the-art permitting delivering system for both online and Houston Permitting Center transactions
- Re-engineers existing City permitting processes to provide a project-focused delivery service
- Creates a positive and coordinated service delivery experience by minimizing "hand-offs" and consolidate inspection activities

## **Phased Approach**

### **Phase I**

- Develop a Point of Sale system that will allow all transactions to be completed by a single cashiering operation
- Design an automated queuing system that will assist customers in determining their needs and then route them accordingly to the proper customer service representative(s)
- Redesign business processes so that the mission will be achieved for all operations beginning with Code Enforcement

### **Phase II**

Redesign business processes so that the mission will be achieved for all regulatory permits and the remaining PWE's permits

### **Phase III**

Redesign business processes so that the mission will be achieved for all the remaining of the City's permitting operations