



CITY OF HOUSTON

Administration and Regulatory Affairs Department
Strategic Purchasing Division

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Mayor

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December 10, 2012

SUBJECT: Letter of Clarification No. 1
Consulting Services for Integrated Land Management System for the Public
Works & Engineering Department

REFERENCE: RFQ No.: S37-Q24459

TO: All Prospective Respondents

This Letter of Clarification is issued for the following reasons:

- **The following questions and City of Houston responses are hereby incorporated and made a part of the Invitation to Bid:**

1. **Question:** If the Houston Permitting Center (HPC) handles about 90% of all permits, licenses, and registrations (about 500,000 items in fiscal 2012), how are the remaining 10% (about 55,000 items) handled? Must the new system address 100% of the items?

Answer: The remaining 10% of the permits, licenses, and registrations are issued by departments outside of this project at this time.

2. The background section indicates the different departments that issue permits, etc. in addition to Public Works & Engineering. Are the other departments in scope?

Answer: This engagement involves only those departments housed at the Houston Permitting Center (HPC). However, the proposed solution(s) should be modular and expandable that can process and produce permits, licenses, and regulatory activities to accommodate the City's future needs for potential integration of other departments.

3. Several systems are listed on pages 2 and 3, including the Integrated Land Management System (ILMS). Please confirm the scope of the initiative. Is the ILMS the only system on the list that is being replaced?

Answer: Contractors must analyze business processes, workflow, systems functions, and integration for the development of the Request for Proposal specifications and requirements.

4. Item 5.4 on page 7 discusses a negotiated fee schedule – is the City requesting a proposal that includes costs, or is it requesting a qualifications statement? If a qualifications statement, will the City be selecting its consultant based on the qualifications statement or will the City issue a formal solicitation for services that requires a complete proposal including costs?

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Council Members: Helena Brown Jerry Davis Ellen Cohen Wanda Adams Mike Sullivan Al Hoang Oliver Pennington Edward Gonzalez
James G. Rodriguez Mike Laster Larry Green Stephen C. Costello Andrew Burks Melissa Noriega C.O. "Brad" Bradford
Jack Christie **Controller:** Ronald C. Green

Answer: No, the City is not requesting Contractors submission of qualifications to include cost.

5. On page 10, the last paragraph indicates a page limit of 10 pages, single-sided. Is that page limit all-inclusive for the entire document (which would include the 2-page table beginning on page 5)? Or, does the page limit refer to just the requirements in the first bulleted paragraph shown at the bottom of page 10?

Answer: Contractors may submit the following documents as an attachment to their ten (10) page specific statement of qualifications.

- Provide a high-level project plan including phases, milestones, deliverables, and number of days after Notice to Proceed (NTP) that each task shall be accomplished. An example for the purpose of this submittal, shall read as (Milestone one shall be completed 30 days after NTP). *Note: All Phase I work must be completed by May 29, 2013, regardless of the date the contract is signed. Deliverables in their draft stages shall be provided to the Department of Public Works and Engineering (PWE) during this period as appropriate with ample time for review.*
- Provide an organizational chart of proposed staff roles, resumes, licenses, designations, certifications, as applicable, availability, highlights within the area of land management and building permits; code enforcement; business and contractor licensing, and reporting and analytics design, integration, project management, implementation and training and tenure with consultancy.
- Provide a written statement acknowledging the City's M/WBE program and contractor's willingness to make a good-faith effort in utilizing a certified M/WBE sub-contractor for 24% of work for the contract awarded by the City.
- Provide a written statement acknowledging the City's insurance requirements and contractor's willingness and ability to obtain required insurance certificates if awarded a City contract.
- Provide company's audited annual financial statements, in accordance with and as defined in the Financial Accounting Standards Board (FASB) regulation(s) for the past two years. In addition, include your Dunn & Bradstreet Report or Federal Tax Forms Filed to the Internal Revenue Service (IRS) for the past two years.
- Provide responses to the information that was requested in Scope of Work/Services provision 5.2 Services Functions and Features table.
- Provide a minimum of three references where you provided consulting services that pertained to land management and building permits; code enforcement; business and contractor licensing, and reporting and analytics design, integration, project management, implementation and training efforts; preferably in the Public Sector.

6. Has the City identified an Executive Sponsor for this initiative? If yes, please identify the person.

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Answer: Mark Loethen, Deputy Director for PWE Planning and Development Services Division is the project executive sponsor. Ogilvie Gericke, Assistant Director\CTO for the PWE Information Technology Division is the technology sponsor for this project. Mark McAvoy Executive Director for PWE Planning and Development Services Division, Houston Permitting Center is the HPC business sponsor.

7. Has the City identified a project manager/coordinator for this initiative? If yes, please identify the person.

Answer: Willie Gause, IT Project Manager for PWE Information Technology Division is the project manager for this project. Robert Stigers Information Systems Administrator for PWE Information Technology Division is the project facilitator for the project.

8. Has the City established a Steering Committee for this initiative? If yes, please identify the members.

Answer: There will be an executive steering committee for this project; however, we have not finalized the executive committee member list. In addition, we will have a technical review committee.

9. Has the City identified any specific issues, goals, and/or current deficiencies that are the basis for this RFQ and plan for system replacement?

Answer: The City would like to replace the legacy COBOL Integrated Land Management System with current modular technology solutions that can be purchased and implemented in different phases with minimal resources, financial and productivity impact.

10. Could the City clarify the role of the selected firm during the implementation of the selected system in Phase 4? For example, how many weekly hours are desired through implementation?

Answer: This question is in reference to section 5.1.4. The selected Contractor will perform as the system integrator and will be responsible for initiating, planning, managing, controlling, and closing project budget, and scope. Managing internal and external resources assigned to the project, system integration and architecture documentation, quality control and change management, developing test cases, coordinating and conducting integration, systems, and acceptance testing, user training, and knowledge transfer, status updates, performance matrix, and issue management.

The Contractor will have oversight for adherence to requirements, quality reviews, risk identification and management, etc. to ensure contractual compliance and realization of desired benefits and outcomes.

11. Per Part 2.0 of the City's RFQ, is there current documentation that describes steps and workflow for permit application submittal and processing by the Houston Permitting Center (HPC)?

Answer: Yes. The City has business processes, standard operating procedures, and systems documentation.

12. Does the City desire business process mapping as part of this project? If so, for how many processes?

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Answer: Yes, business-processing mapping may be required for this project. There are approximately 200 processes.

13. Does the City desire benchmarking research with peer organizations as part of this project? If so, with how many organizations?

Answer: Contractors are required to perform and provide a gap analysis with specific recommendations for achieving the desired future state in a comparative analysis against current industry and market.

14. Does the City have a desired level of work effort for Phase 3 (i.e., a certain number of hours per week)?

Answer: Contractors will determine the level of effort requested based on RFP specifications, requirements and previous experience with similar projects.

15. Does the City desire a final or interim presentation as part of this project? If so, to which audiences and how many presentations are required?

Answer: The City is not requiring submission of a presentation at this time. Should the City elect to invite respondents to participate in a presentation the audiences will consist of a member of Strategic Purchasing, project sponsors, a Deputy Director of PWE, Chief Technology Officer, Houston Permitting Center Executive Director, the Chief Engineer, a Business User, and the Project Manager.

16. Does the City have desired target milestone dates for Phases 2-4? If so, what are they?

Answer:

June 2013	Issue RFP
August 2013	Complete RFP Selection Process
December 2013	Award Contract
January 2014	Project Kickoff

17. Does the City have an approved budget for this project? If so, what is it?

Answer: The City has a budget for this project. The City does not discuss its budget as a matter of policy.

18. Per Part 3.0 of the City's RFQ, in addition to the software packages identified in this section, are there other packages or applications (e.g., GIS) that support personnel in the HPC?

Answer: We have included all software packages at this time.

19. Has the City previously evaluated or made decisions regarding the future continued use of the applications listed in Section 3.0?

Answer: The City has not made a final evaluation to determine future continual use of applications.

20. Is the City's Public Works & Engineering (PWE) Department currently using an Electronic Plan Review System? If not, has the City purchased an Electronic Plan Review System?

Answer: The City is not using nor have we purchased an Electronic Plan Review System.

21. Is the current ILMS integrated with the City's eGIS? Are any of the other applications listed in Section 3.0 of the RFQ such as WEB Focus integrated with the City of Houston's eGIS?

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Answer: ILMS is integrated with eGIS, no other applications listed are integrated with eGIS at this time.

22. Please confirm that the City would like to have an electronic version of the SOQ sent to this email address in addition to one (1) original hard copy sent for delivery by the December 19th deadline to the address provided in the RFQ (Suite B500, Room B520, 901 Bagby Street, Houston, Texas 77002).

22a. Additionally, please advise as to any additional formatting preferences for the hard copy version (e.g., spiral-bound versus contained in a three-ringed binder).

Answer: Please review the Statement of Work below. If you believe that your consultancy/firm meets the minimum requirements as outlined in the Statement of Work of the RFQ, please submit your Statement of Qualifications (SOQ) to Joyce Hays, via one of the methods listed below by **December 19, 2012 at 2:00 PM COT. No SOQ's will be accepted after deadline.**

E-mail: (Preferred Method): joyce.hays@houstontx.gov

Mail:

City of Houston
Strategic Purchasing Division (Suite 8500, Room 8520)
901 Bagby Street
Houston, Texas 77002

23. Per the first bullet under Section 8.1 of the City's RFP, the City requests that vendors "[provide a specific statement of qualifications (SOQ) for this RFQ. The length of the submittal document shall not exceed 10 pages (single sided)]." Is this page limit only for the section describing qualifications and experience as described in this first bullet point, or is it inclusive of the remaining bulleted items listed as necessary for inclusion in a responsive SOQ? If so, are there any materials that will not be included in the page count?

23a. If the page limit only applies to the first bullet point of this list, does the City desire that the entire hard copy original of the SOQ be printed as a single-sided document?

Answer: Please see the response to Question No. 5.

24. Could the City please identify the location of the Required Forms as listed in Table 1 of the RFQ? We tried to access the link mentioned in the RFP (http://purchasing.houstontx.gov/solicitation_forms.html) but received a 404 error message.

Answer: Please use the following link: <http://purchasing.houstontx.gov/forms.shtml>

25. As a privately held firm, we do not produce audited annual financial statements in accordance with and as defined in the Financial Accounting Standards Board (FASB). Can we provide condensed financial information or another approved form of documentation instead?

Answer: Yes, please include contact information for the firm and a signed authorization document by a legal official of your firm granting the City authorization to verify financial information with the firm providing information.

26. In reference to Section 5.1 System Requirements and Roadmap: Has the City of Houston previously documented any as-Is and/or To-Be process models, use cases, requirements or other documentation that would?

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Answer: The City has business processes, standard operating procedures, and systems documentation. We do not have a To-Be process model, and use cases.

27. In reference to Section 5.3 System Design: It is stated that the selected consultant will be expected to facilitate the design of electronic systems according to the document requirements with the solution vendor selected in Phase 2. Could you please elaborate on the division of the roles and responsibilities between the consultant selected for this procurement vs. the solution vendor selected in Phase 2? Is the consultant responsible for design-oriented deliverables, or is the role to verify and validate the design to ensure it meets contracted requirements?

Answer: This question is in reference to section 5.1.4. The selected Contractor will perform as the system integrator and will be responsible for initiating, planning, managing, controlling, and closing project budget, and scope. Managing internal and external resources assigned to the project, system integration and architecture documentation, quality control and change management, developing test cases, coordinating and conducting integration, systems, and acceptance testing, user training, and knowledge transfer, status updates, performance matrix, and issue management.

The Contractor will have oversight for adherence to requirements, quality reviews, risk identification and management, etc. to ensure contractual compliance and realization of desired benefits and outcomes.

28. In reference to Section 5.4 System Development and Implementation: Could you please elaborate on the types of activities the selected consultant would be performing during Phase 4? Will the selected consultant be responsible for project oversight activities such as ensuring adherence to requirements, quality reviews, risk identification and management, etc. to ensure contractual compliance and realization of desired benefits and outcomes?

Answer: Please see the response to Question No. 27 above.

28a. Is the 10 page limit inclusive of contractor understanding, high-level project plan, organizational chart etc or specific to a "Statement of Qualifications" section?

Answer: Please see the response to Question No. 5 above.

29. Are there any products or technologies that the City of Houston has identified or explored so far?

Answer: The City has not identified any specific products or technologies and we are open to Contractors recommendations.

30. Section 1.1 states "The selected consultant will not be eligible to submit and/or participate with other vendors in the submission of future RFP's, purchase of products, and services or implementation." In relation to this statement, please answer the following questions:

30a. Is the winning bidder awarded Phases 1 -4?

30b. Is the winning bidder eligible to respond future RFP's issues by PWE and/or City of Houston?

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Answer: The selected Contractor will be awarded phases 1 through 4. The selected Contractor will be allowed to participate and respond to other RFP and/or for products and services not related ILMS System replacement.

31. Section 8.1 states ““The length of the submittal document shall not exceed 10 pages...”. In relation to this statement, please answer the following question:

31a. Is the 10-page maximum for the response to the Statements of Qualification outlined in section 5.2 only, or does the 10-page maximum include the additional information requested in bullet points 2 – 9 within section 8.1?

Answer: Please see the response to Question No. 5 above.

When issued, Letter(s) of Clarification shall automatically become a part of the solicitation documents and shall supersede any previous specification(s) and/or provision(s) in conflict with the Letter(s) of Clarification. All revisions, responses, and answers incorporated into the Letter(s) of Clarification are collaboratively from both the Strategic Purchasing Division and the applicable City Department(s). It is the responsibility of the respondent to ensure that it has obtained all such letter(s). By submitting a proposal on this project, respondents shall be deemed to have received all Letter(s) of Clarification and to have incorporated them into their bids.

If you have any questions or if further clarification is needed regarding this solicitation, please contact me.

Sincerely,

Joyce A. Hays

Senior Procurement Specialist
Strategic Purchasing Division
832-393-8723

cc: File:Q24459

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