



Addendum #3
RFP #10-22, Business Process Study for Development Review,
Permitting and Inspections
December 1, 2021

NOTICE IS HEREBY GIVEN that the following addendum serves to provide clarification and to answer the questions received on RFP 10-22, Business Process Study for Development Review, Permitting and Inspections.

Question 1: Is there an adopted budget that has been established for the scope of services identified in the RFP that you are able to share? Will budgeted CIP funds designated for the City's Enterprise Business Process Review and Improvement Project be used to fund this study?

Answer to Question 1: Reference Addendum 1, Answer to Question 1.

Question 2: Is the selected vendor able to provide follow-on services to the City based on recommendations provided as part of this study?

Answer to Question 2: There is no additional work planned at this time.

Question 3: Have there been any recent studies related to the City's Development Review, Permitting and Inspections situation and, if so: When was that work performed? Who performed that work? Can the results of that study be shared?

Answer to Question 3: No recent studies have been conducted.

Question 4: What is the proposed start date for the project?

Answer to Question 4: It is anticipated that this project will start in March 2022.

Question 5: Is there a target date in which you would like to have the study completed?

Answer to Question 5: Reference Addendum 1, Answer to Question 10.

Question 6: Has the City identified a Project Sponsor and dedicated Project Manager to this study? If so, can you name the person's responsible and their titles?

Answer to Question 6: A Project Manager has not been identified however; the Planning & Development Director will be very involved with this project.

Question 7: Has the City established a project governance structure and identified representatives from the departments identified in Section 1.3: Background?

Answer to Question 7: The Planning & Development Department will manage the project and anticipates that each department involved in the process will be part of the technical committee.

Question 8: What is your expectation as to the work being performed on-site versus remote?

Answer to Question 8: Reference Addendum 1, Answer to Question 7.



Question 9: Has the City completed any previous process maps it would expect to use in order to establish a current-state for the discovery activities of this project?

Answer to Question 9: No, the City has not.

Question 10: Will the outreach activities to contact/publicize focus group meetings with the City's development services customers be performed by the City and its staff (outlined on page 19 – Section 2.2)?

Answer to Question 10: City staff can assist in identifying potential participants, securing meeting location, advertising, etc. however, the conduct of such meetings shall be the responsibility of the Consultant.

Question 11: Approximately how many external third-parties, contractors, and developers will be participating in the focus-group interviews/discovery? Are these interviews expected to be performed at the City's offices or at the offices of these providers?

Answer to Question 11: Reference Addendum 1, Answer to Question 4. Consultants shall include in their response what approach they propose to gain the best outcomes.

Question 12: Will the recommendations for the optimal organizational structure be limited to the Planning and Development Department or will the other participating departments in the development review process be considered as well (e.g. engineering, fire, solid waste, utilities, etc.)?

Answer to Question 12: The focus is the Planning and Development Department however, it would be beneficial to evaluate how the development and permit review function is resourced/organized in the other partner departments.

Question 13: Will the Accela Civic Platform 2021 upgrade be performed concurrent with or after the completion of this study?

Answer to Question 13: Upgrade is anticipated in the 1st quarter of 2022.

Question 14: The City indicates it seeks a qualified, independent firm to conduct an analysis of the City's current overall development review and permitting services. Would the City consider a proposal from a firm in which the prime is an independent consulting firm while their subcontractor does represent and implement land-development management systems?

Answer to Question 14: Reference DETAILED SPECIFICATIONS, 3. MINIMUM QUALIFICATIONS, pages 19 and 20 of this solicitation.

Question 15: The City indicates it seeks a qualified, independent firm to conduct an analysis of the City's current overall development review and permitting services. Would the City exclude a Firm, which is a subcontractor to the Prime on the study that represents land development services and/or products, be precluded from bidding on projects that arise out of the study results?

Answer to Question 15: Reference Answer to Question 14 above.

Question 16: What type of cost detail is expected to be presented in Tab 5 – Cost of Services? Is there a required form to submit this information to facilitate the City's evaluation of its evaluation criteria outlined on page 6?



Answer to Question 16: *Consultants responding to this solicitation shall indicate all costs associated with conducting a comprehensive and objective review in their response. There is not a required form for Tab 5 – Cost of Services.*

Question 17: Will the City seek process mapping training services to educate its own staff on best practices to maintain the process mapping deliverables reflecting future-state goals and objectives?

Answer to Question 17: *While this has not been discussed, the City is willing to consider this as a potential add-on service.*

Question 18: Will the Process Improvement Plan be expected to examine existing and future performance metrics in reference to the last bullet in Section 2.2 on page 19?

Answer to Question 18: *If deemed necessary by the Consultant.*

Question 19: Will the City consider a cost model with an estimated number of staff hours for project activities with set hourly rates using a fee not-to-exceed model allowing the City the flexibility to allocate hours to different project activities as the City deems necessary and authorizes accordingly?

Answer to Question 19: *Yes, this will be considered.*

Question 20: Will the City expect vendors to separately invoice actual expenses or include them in a blended, hourly rate?

Answer to Question 20: *Tab 5 – Cost of Services shall include all fees associated with this project.*

Question 21: Do you expect any peer benchmarking against other communities similar to the City to be performed as part of this study?

Answer to Question 21: *The expectation is that the consultant evaluates the City's procedures/practices with best practices and customer expectations and identify needed process improvements. It is anticipated the Consultant propose the best way to determine that. Peer benchmarking might provide helpful information.*

Question 22: Would the City consider providing additional sizing details of the current implementation? In specific, is it possible to provide:

- Existing number of record types configured in the Accela system broken out per department (therefore please list all departments utilizing the Accela Civic Platform as well?)
- List of all of the current interfaces to and from the Accela Civic Platform?
- Approximate number of existing reports including type (SSRS, Crystal, Ad-hoc, Power BI, etc.)?

Answer to Question 22: *Details have been provided below:*

a. Existing number of record types configured in the Accela system broken out per department:

<i>Module</i>	<i># Record Types</i>
<i>Building</i>	<i>8</i>
<i>Business Tax</i>	<i>2</i>
<i>Code Compliance</i>	<i>5</i>
<i>Planning</i>	<i>17</i>
<i>Total</i>	<i>32</i>



List of City Departments utilizing the Accela Civic Platform:

- **Planning & Development**
- **City Attorney**
- **City Clerk's Office**
- **Clearwater Fire and Rescue**
- **Community Redevelopment Agency**
- **Economic Development & Housing**
- **Engineering**
- **Information Technology (Support)**
- **Internal Audit**
- **Marine & Aviation**
- **Parks & Recreation**
- **Public Utilities**
- **Solid Waste & Recycling**
- **Utility Customer Service**

b. List of the current interfaces to and from the Accela Civic Platform?

- **PayPal payment integration (PayFlow Pro)**
- **ePermitHub Digital Plan Room (Plan Review Software)**
- **Selectron Managed Services**
 - i. **IVR (Phone line Inspection Scheduling)**
 - ii. **SelectTXT**
 - iii. **Relay Outbound**
- **Accela Mobile App**
- **Legacy Apps**
 - i. **Inspector App**
 - ii. **Code Officer App**

c. There are 251 reports configured in Accela which are SSRS (SQL) reports.

Question 23: Is the City's current Accela Civic Platform locally hosted, cloud hosted in Accela Azure (the latest Accela cloud hosting), or cloud hosted in the legacy Accela hosted system (non-Azure)?

Answer to Question 23: **The City is self-hosted.**

Please Note: The ten (10) day deadline for submitting questions is now closed and no further questions will be responded to.

End of Questions and Answers

End of Addenda