

RFP 2017-0015 Development Process Optimization

Question and Answer

1. What are the number of employees in the departments of Permits, Licenses, and Inspections, City Planning, and Public Works as related to the development process, also Allegheny County Health Department.

Answer: Public Works (15), City Planning (33), and Permits, Licenses and Inspections (45). Other agencies such as Pittsburgh Water and Sewer Authority and the County Health Department may be involved, but are not accessing the Computronix system.

2. What software system is Computronix replacing?

Answer: A variety of systems, including Accela and various custom-developed systems.

3. What is the membership of the internal steering committee?

Answer: The steering committee is comprised of several executives covering each of the impacted departments along with IT and the Mayor's Office.

4. Who will be the contract manager for the City?

Answer: Sam Ashbaugh, Chief Financial Officer, who is serving as the executive sponsor for the permitting and licensing system project.

5. What has been done to involve internal stakeholders? Should we expand on this work?

Answer: Internal staff, including department directors and members of their staff, have been involved in the permitting and licensing system project since last Fall, including helping to develop the RFP, evaluate proposals, select the new system, and now are in the process of documenting the current state business processes to support the Computronix project as well as the work of the development process review consultant.

The City envisions that the consultant selected for this engagement will build on our efforts to date without reinventing the wheel, but also provide insights regarding best practices from other cities that could be adopted here. In working with the City's team, the consultant should understand some of the current state challenges, but focus on key improvement themes, educating City staff about how things could be done more efficiently and effectively to align with best practices, standardize and streamline business processes, and improve the customer experience.

As part of their efforts to understand the current state, the City envisions that the selected consultant would conduct interviews and focus groups with leadership and staff across the key departments involved in the development process. These

interviews would serve to validate the work of the City to date while also assisting the selected consultant in identifying the key areas for improvement.

To help consultants scope their proposals, the City believes that any consultant should expect to conduct approximately 15 interviews with internal stakeholders, which would include representatives of the Mayor's Office, City Council, key department directors, and key staff members involved in the process, along with follow-up conversations regarding specific topics that may arise during the course of the assessment. To the extent possible, the City will coordinate scheduling to reduce the need for multiple meetings with individuals within the same office/function.

6. What has been done to involve external stakeholders? Should we expand on this work? It is not unusual that in working directly with the city they only provide part of the story.

Answer: As highlighted in the RFP, the City has recently held discussions with various stakeholders to obtain their perspective regarding opportunities to standardize and streamline the process. The City would expect the selected consultant to leverage this information while conducting additional interviews and/or focus group discussions with external stakeholders to validate the work to date while also identifying other issues for consideration.

To help consultants scope their proposals, the City believes that any consultant should expect to conduct approximately 10-15 interviews with external stakeholders, which would include representatives of other governmental organizations involved in the development and permitting processes, representatives of the development community, representatives of business associations, and other key stakeholders identified by the City, along with follow-up conversations regarding specific topics that may arise during the course of the assessment. Alternatively, the City could coordinate several focus group discussions with key stakeholders (e.g., developers, design professionals, business owners, contractors) to maximize time and financial resources.

7. How many meetings do you anticipate with the steering committee? How often do you feel the consultant needs to be on site?

Answer: The City could envision an initial project kick-off meeting with members of the Computronix project steering committee as well as representatives of the Mayor's Office and Urban Redevelopment Authority, along with a final meeting to present recommendations, but the City would welcome suggestions from the consultants based on the scope and timeline for this project.

The City expects consultants to provide a project approach and methodology that will accomplish the scope of work in an efficient and effective manner, based on their experience conducting similar engagements. While the City would expect the selected consultant to be on-site for all or the majority of the interviews, it would seem reasonable for activities such as best practice research and deliverable preparation to be conducted remotely to manage project costs.

8. What budget range have you set for this work?

Answer: The City expects consultants to submit a competitive budget based on the scope and anticipated timeframe for the engagement, and the City will evaluate proposals in terms of overall quality and cost in relation to the criteria outlined in the RFP.

9. Have the working sessions with Computronix been scheduled and at what frequency will they occur (daily, weekly, biweekly etc)?

Answer: The Computronix project has not officially started. We anticipate a start date in May. However, the City staff has already begun documenting our current business processes for permitting and licensing and expects to complete that work by the end of May. The City will provide the selected consultant with additional information about the Computronix project once the consultant has been selected.

10. Based on the proposed tasks/activities the budget for this project looks like it could be more than \$75,000. Are those funds available to support the consulting team?

Answer: Yes, and the City expects consultants to provide a proposal and budget for this scope of work based on their experience performing similar work.

11. Does the work also need to consider the application process for tax credits and abatement as part of the development process?

Answer: No, the City has an internal team reviewing this issue.

12. Is the software already built and the consultant is helping to make it work best or is there room to influence the software building process?

Answer: The Computronix project will commence in May 2017 and will be a 22-month project. The consultant selected for this project will help inform the decisions made for how the system is configured, but also for potential organizational, staffing, policy, and process changes that would be independent of the software implementation.

13. Will the project include looking at integration of other software systems – e.g. ePropertyPlus as well as desktop databases that some programs are managing?

Answer: The City has selected Computronix to replace a number of existing systems for the permitting and licensing functions, but the selected consultant may want to highlight other technology/systems issues that could benefit the City.

14. How will meetings and interviews with the Project Team, City Staff & other Non-City agencies be held and/or managed? Will the consultant be required to arrange said meetings or will the city have a liaison to assist?

Answer: The City will identify an administrative staff person to coordinate meetings to reduce the administrative work effort required by the consultant.

15. Is it possible to receive a copy of current workflow charges as part of an addendum to this RFP?

Answer: The City has only begun the process to document the current state, with the goal of completing the work by the end of May. The process documentation will be provided to the selected consultant.

16. What is the intent of the deliverable document to the City? Will the City provide a template or instructions for the type of deliverable required?

Answer: The final deliverable should address the key points outlined in the RFP, and the City will meet with the selected consultant to develop an agreed upon outline for format for project deliverables.

17. Will any meeting minutes or other documented discussions pertaining to the permitting process by the steering committee be available for review?

Answer: There are not any existing meeting minutes for the meetings held to date. The City has only begun the process to document the current state, with the goal of completing the work by the end of May. The process documentation will be provided to the selected consultant.

18. How do you see the preparation activities for the implementation of Computronix interacting with this initiative?

Answer: The work of the development process review consultant will complement the work that the City has initiated (e.g., mapping current state processes) in preparation for the start of the Computronix initiative. While Computronix consultants will work with the City to configure the solution, there are a variety of organizational, staffing, policy (e.g., City Code), practices (e.g., require same review process for all permits compared to best practices used elsewhere), that the City would like the selected consultant help us think through to maximize our investment in the Computronix solution but also improve the customer experience.

19. Has the implementation support been decided yet? If so, how will they interact with the resources for this initiative?

Answer: The City will have a dedicated project team for the Computronix project; for purposes of the development process review, many of those individuals will participate in interviews, along with other key internal and external stakeholders.

20. The scope calls for a proposal of "minor changes". What is the level of impact expected from this project, compared to the work already performed?

Answer: The City would like the selected consultant to identify changes (e.g., process/policy changes) that can be implemented parallel to the implementation of the permitting module of the Computronix solution, which is targeted to start in August 2017, along with other changes that would require a longer implementation timeframe.

21. Has the City of Pittsburgh contracted this service previously?

Answer: No