



CITY OF SAN ANTONIO

P.O. Box 839966
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ADDENDUM III

SUBJECT: Request for Proposals for Permit and Inspection Management System Consulting Services, (RFP 13-074, 6100003120), previously scheduled to Open: September 9, 2013; Date of Issue: July 19, 2013

FROM: Denise D. Gallegos, C.P.M., CPPB
Procurement Administrator

DATE: August 27, 2013

THIS NOTICE SHALL SERVE AS ADDENDUM NO. III - TO THE ABOVE REFERENCED REQUEST FOR PROPOSALS

THE ABOVE MENTIONED REQUEST FOR PROPOSALS IS HEREBY AMENDED AS FOLLOWS:

- 1. THE SUBMISSION DEADLINE HAS BEEN CHANGED TO: MONDAY SEPTEMBER 16, 2013
AT 2:00 P.M. CENTRAL TIME.**

QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 011, RESTRICTIONS ON COMMUNICATION:

Question 1: Does the City have a project organizational / governance structure in place for the Business Operations Stakeholders identified in Appendix B? If so, is there an organizational chart available to disclose the positions, departments/divisions, and project role(s) for each of the key stakeholders?

Response: No, a governance council will be established by the time a consultant is selected and will include business and technology director level positions and above.

Question 2: Will the City's Project Management Office (PMO) assign a dedicated point of contact(s) throughout the project's duration for decisions related to the project's management? If so, who will they be reporting to?

Response: Yes, a Sr. Project Manager will be assigned and dedicated to this project. Once designated, this individual will be reporting to Executive Leadership Council, Project Stakeholders and PMO Leadership for the duration of the project.

Question 3: Has the City recently had any direct conversations, software demos, or work products produced with potential consultants in advance of the publishing of this RFP?

Response: No.

Question 4: What amount has been budgeted for each of the tasks (both required and optional) in this scope of work for consultant services and all related implementation costs?

Response: The City would prefer to take a collaborative approach with the selected consultant and develop a definitive and an optional plan accordingly. The City prefers a proposed budget with a breakdown of primary task/deliverable and a breakdown of optional items (as requested in Attachment B) that would optimize the scope/proposed plan.

Question 5: What is the approximate number of users the consultant's team should be expecting to engage in order to document the existing land management, plan review, permitting, license management, and code enforcement processes? Will this engagement include both process owners and end users?

Response: At this time there are approximately 60 total stakeholders identified as subject matter experts in specific line of business operations. This includes both process owners and end users.

Question 6: Are there any external (non-City staff) stakeholders/entities that the consultant should engage with if hired by the City? If so, please describe.

Response: It is anticipated that external stakeholders will be engaged to capture their experience and any recommended service improvement features to be considered as part of the solution requirements definition.

Question 7: Section A(8)a and B(1)a on page 5 of the RFP states that required services shall include process flow diagramming for its current state (as-is) and future-state environments, respectively. Has the City previously documented its current state processes and can this information be made available to the selected consultant as part of the project?

Response: Yes, the City has some current state processes documented and will provide existing documentation (diagrams, requirements, etc) to selected consultant. Some existing documentation is outdated and will require gap analysis and follow up to make them current.

Question 8: Will the City consider alternatives to process flow documentation of current-state (as-is) and future-state processes if the alternative is demonstrated to be equally or better suited? As described in item #1 on page 32 as stated on RFP Attachment A, Part 3 pertaining to deliverables, "Respondent may substitute and/or add additional components which respondent proposes for quality results?"

Response: Yes, however, please be aware that a proposal response should identify the total cost for deliverables/tasks that meet the requirements as stated in the Scope of Service- Section 004 and any proposed items that are to be deemed optional must be clearly identified as optional and listed in Attachment B in the optional section.

Question 9: Will the data conversion needs for the primary systems to be replaced also be part of the project scope for the planning and procurement phases?

- Response: Yes, requirements for data conversion needs must be identified and included in the strategic plan and proposed replacement solution.
- Question 10: Does the City plan to integrate its new inspections route optimization tool expected for deployment in December 2013 with its current, primary systems or wait until the replacement systems are implemented as an outcome of this project? What is the name of this system?
- Response: All primary and supporting systems are subject to replacement and/or integration with the selected solution. These decisions will be determined by the strategic plan created and approved between the selected consultant and City partnership. Route optimization system has not been selected at this time.
- Question 11: In the Scope of Services – Page 5 – Section 9(a) it states: “Develop a detailed cost estimate for each phase of the project. Deliverable: Updated Project Budget Estimate (Attachment B)”. Is the City referring to the RFP Attachment B on page 33 or a different attachment? If so, will the selected consultant’s professional service fees be re-examined by both parties near the conclusion of the project’s initiation phase?
- Response: Attachment B would be modified or adjusted during the development of the contract. The RFP is not the final agreement and any modifications to the agreement, including any potential updates to the RFP SOW would be made in the contract.
- Question 12: Regarding the Total Cost of Ownership estimate calculation (on page 6): Is this TCO calculation the estimated cost for the future system’s replacement based upon the consultant’s experience in the marketplace?
- Response: Yes, the estimated cost should be based on consultant’s experience in the marketplace.
- Question 13: During the requirements gathering activity of the project’s planning phase, will there be any anticipated integrations with the City’s current financial, human resources, cash receipting, and G/L systems for reconciling financial details, staff hour internal service charges, project costing, and/or staff activity/work order tracking?
- Response: Yes, as well as POS and cashiering.
- Question 14: Based upon the City’s confidentiality policies, is there a process whereby the submission of materials that we deem as such could be precluded from release (e.g. specifications lists, system issues and opportunities matrices, comprehensive needs assessment reports).
- Response: The City of San Antonio is subject to Texas Public Information Act. A Respondent can mark something in their proposal confidential if they deem it confidential but the City can’t guarantee the Attorney General (AG) will agree with withholding the information. If the City receives an Open Records Request, the City will send it to the AG and the AG will decide if it is disclosed or withheld. There are a couple of exceptions that the AG will consider involving confidentiality, for example trade secrets or certain commercial or financial information as well as proprietary records and trade secrets involved in certain partnerships. If the vendor wishes to explore these listed or other options for exclusion to disclosure, I strongly suggest solicitation of assistance

from an attorney of their choosing in the field. There is no process for exclusion based on what a RESPONDENT wishes to remain confidential. The City is held to the standard set out in the Public Information Act and it is what this state law (and the Attorney General) states that we follow. If the state law provides an exception to disclosure, we will follow state guidelines for implementation of that exception. If it does not, we will have to disclose.

Question 15: Will any of the subcontractors of the selected respondent be precluded from participating in the proposed solution?

Response: Any entity engaged in the development of the city solicitation for a solution addressing the scope of this project will not be able to participate in the solicitation for a solution.

Question 16: Will the MBE/HUB of the selected respondent be precluded from participating in the proposed solution?

Response: Any entity engaged in the development of the city solicitation for a solution addressing the scope of this project will not be able to participate in the solicitation for a solution.

Question 17: Will the City consider extending the proposal due date by 1 week to September 16?

Response: This RFP has been extended and the new due date is September 16, 2013 at 2:00 pm central time.

Question 18: Can the consultants pursue the second phase of the project which is development or implementation of the systems?

Response: Any entity engaged in the development of the city solicitation for a solution addressing the scope of this project will not be able to participate in the solicitation for a solution.

Question 19: In the Planning Phase, as stated on Page 5, the RPF states "the following planning deliverables must adhere to ITSD Project Management Office Standards." May we acquire a copy of the ITSD Project Management Office Standards?

Response: These standards are not in a format for publishing at this time. Basically the deliverables listed within the SOW address the specific work product that is expected from the consultant. The City is open to templates and product format which the experienced consultant will offer as deliverables supporting this project.

Question 20: Please clarify the City of San Antonio's desired outcome for Requirement 8 of the Initiation Phase (RFP Page 5 of 42)?

Response: a. The selected consultant is expected to deliver a Gap Analysis and Risk report on as-is systems and support structure documentation for the systems being addressed in this initiative. This information would be based on previous activities listed in the RFP:

- review existing systems and business process/requirements documentation (004-A-2),
- complete stakeholder outreach to identify gaps on as-is documentation (004-A-3).

b. The consultant is not expected to create as-is documentation other than the following:

- Business Process Flow Diagram Technical Support Structure Analysis

Question 21: The introduction of the Planning Phase (RFP Page 5 of 42) requires vendors to adhere to ITSD Project Management Office standards. Would the City of San Antonio please make these standards available to vendors?

Response: These standards are not in a format for publishing at this time. Basically the deliverables listed within the SOW address the specific work product that is expected from the consultant. The city is open to templates and product format which the experienced consultant will offer as deliverables supporting this project.

Question 22: If possible, please share some of the challenges experienced with the current Hansen system that need to be addressed?

Response: Some of the challenges experienced include, but are not limited, to the following:

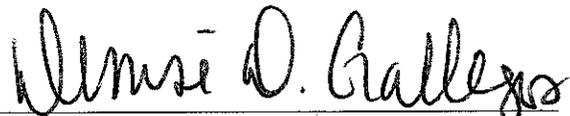
- a. No direct integration with City financial system
- b. System configuration is difficult
- c. Limited technical support
- d. User security management is difficult
- e. Existing version is outdated
- f. No upgrade path

Question 23: The RFP states that a final system will be used by the San Antonio Development Services Department as well as other external agencies (stakeholders listed in Appendix B). Will all listed stakeholders be considered in scope for this project?

Response: All stakeholders are being considered in the scope for this project. Few of those listed are primarily reviewers and in some cases, others are informed parties of service activities/results.

Question 24: If all stakeholders in Appendix B will be considered, is a governance structure established or governing body in place?

Response: Please see response to question #1 in this addendum regarding Governance structure.



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