

YES	NO	
		Action falls within existing budget capacity.
X		Action falls within existing budget capacity but requires a change of purpose within existing appropriation
X		Additional budget capacity is necessary and will be requested at the next supplemental. If YES, please complete the budget impact statement. If YES, this action will be referred to the county council with a recommendation from the county manager.

BUDGET DETAILS

Local Fund Dollar Amount	
Grant Fund Dollar Amount	
Account	Fund 1011; and General Fund 0001
Company Name	

DISTRIBUTION:

Board staff will post all staff reports to The Grid. <http://www.clark.wa.gov/thegrid/>

Bob Bergquist

Bob Bergquist
Administrative Services/Finance Manager

Marty Snell

Marty Snell
Community Development Director

Primary Staff Contact: Marty Snell Ext. 4101

APPROVED: *[Signature]*
CLARK COUNTY, WASHINGTON
BOARD OF COUNTY COUNCILORS

DATE: 10-24-17

SR# 21477

APPROVED: *[Signature]*
Jim Rumpeltes, Interim County Manager

DATE: 10/24/17



BUDGET IMPACT ATTACHMENT

Part I: Narrative Explanation

I. A – The one-time request for this work is for \$25,000 in General Fund and authority to spend \$75,000 from the fund balance existing in Fund 1011. This split in the requested use of funds is supported by legal findings over how revenue derived from permit fees can and cannot be utilized.

Part II: Estimated Revenues

Fund #/Title	Current Biennium		Next Biennium		Second Biennium	
	GF	Total	GF	Total	GF	Total
Total						

II. A – Describe the type of revenue (grant, fees, etc.)

Part III: Estimated Expenditures

III. A – Expenditures summed up

Fund #/Title	FTE's	Current Biennium		Next Biennium		Second Biennium	
		GF	Total	GF	Total	GF	Total
0001/General Fund		\$25,000	\$25,000				
Fund 1011			\$75,000				
Total		\$25,000	\$100,000				

III. B – Expenditure by object category

Fund #/Title	Current Biennium		Next Biennium		Second Biennium	
	GF	Total	GF	Total	GF	Total
Salary/Benefits						
Contractual	\$25,000	\$100,000				
Supplies						
Travel						
Other controllables						
Capital Outlays						
Inter-fund Transfers						
Debt Service						
Total	\$25,000	\$100,000				

Professional Services Contract

Contract Purchase No. Evaluate Permit Center Operations RFP 727

THIS CONTRACT, entered this 24th day of October, 2017, by and between CLARK COUNTY, after this called "County," a political subdivision of the State of Washington, and Citygate Associates, LLC after this called "Contractor."

WITNESSETH

WHEREAS, the Contractor has been chosen through a competitive bid process by the County RFP #727 and has the expertise to provide professional services for Clark County and to perform those services more particularly set out in the proposal attached hereto and incorporated herein by this reference as Exhibit A.

WHEREAS, Clark County does not have available staff to provide such services for the benefit of the services of Clark County, NOW, THEREFORE,

THE COUNTY AND THE CONTRACTOR MUTUALLY AGREE AS FOLLOWS:

1. Services. The Contractor shall perform services as set forth in Exhibit A.
2. Time. The contract shall be effective beginning the date above, and ending one year later, with two (2) optional extensions at one (1) year duration each.
3. Compensation. County shall pay the Contractor for performing said services upon receipt of a written invoice according to the schedule set forth in Exhibit B, which is attached hereto and incorporated herein by this reference. The parties mutually agree that in no event shall the amount billing exceed the dollar amount of Eighty Four thousand forty-eight dollars (\$84,048.00) without prior approval of the County.
4. Termination. The County may terminate this contract immediately upon any

breach by Contractor in the duties of Contractor as set forth in Contract. The waiver by the County of one or more breaches shall not be construed as a waiver of any subsequent breach or breaches. Further, County may terminate this Contract upon immediate notice to Contractor in the event that the funding for the project ceases or is reduced in amount. The Contractor will be reimbursed for services expended up to the date of termination.

5. Independent Contractor. The Contractor shall always be an independent Contractor and not an employee of the County, and shall not be entitled to compensation or benefits of any kind except as specifically provided herein.

6. Indemnification / Hold Harmless. The Consultant shall defend, indemnify and hold the County, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Contract, except for injuries and damages caused by the sole negligence of the County. Should a court of competent jurisdiction determine that this Contract is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the County, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Contract.

7. Wage and hour compliance. Contractor shall comply with all applicable provisions of the Fair Labor Standards Act and any other legislation affecting its employees and the rules and regulations issued thereunder insofar as applicable to its employees and shall always save County free, clear and harmless from all actions, claims, demands and expenses arising out of said act and the rules and regulations that are or may be promulgated in connection therewith.

8. Social Security and Other Taxes. The Contractor assumes full responsibility for the payment of all payroll taxes, use, sales, income or other form of taxes, fees, licenses, excises, or payments required by any city, federal or state legislation that is now or may during the term of this Contract be enacted as to all persons employed by the Contractor in performance of the work pursuant to this Contract and shall assume exclusive liability therefore, and meet all requirement's thereunder pursuant to any rules and regulations that are now and may be promulgated in connection therewith.

9. Contract Documents: Contract documents consist of this Contract, Exhibit A, a scope of work which consists of a proposal based on RFP #727, and Exhibit B. In the event of a conflict among these documents, the provisions of the contract control.

10. Equal Employment Opportunity: The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, gender, sexual orientation, age, disability, marital status or national origin.

11. Changes: County may, from time to time, require changes in the scope of the services to be performed hereunder. Such changes, including any increase or decrease in the amount of the Contractor's compensation, which are mutually agreed upon by and between County and the Contractor, shall be in writing, signed by both parties and

incorporated in the written amendments to the Contract.

12. Public records act: Notwithstanding the provisions of this Contract to the contrary, to the extent any record, including any electronic, audio, paper or other media, is required to be kept or indexed as a public record in accordance with the Washington Public Records Act, RCW Chapter 42.56, as may hereafter be amended, Contractor agrees to maintain all records constituting public records and to produce or assist Clark County in producing such records, within the time frames and parameters set forth in state law. Contractor further agrees that upon receipt of any written public record request, Contractor shall, within two business days, notify Clark County by providing a copy of the request to the Clark County Public Records Officer/Department of Public Works.

13. Governing Law. This Contract shall be governed by the laws of the State of Washington. Venue for any litigation shall be in Superior Court for the State of Washington in Clark County, Washington.

14. Confidentiality. With respect to all information relating to County that is confidential and clearly so designated, the Contractor agrees to keep such information confidential.

15. Conflict of Interest. The Contractor covenants that it has had no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services hereunder. The Contractor further covenants that no person having such interest shall be employed by it, or shall perform services as an independent contractor with it, in the performance of this Contract.

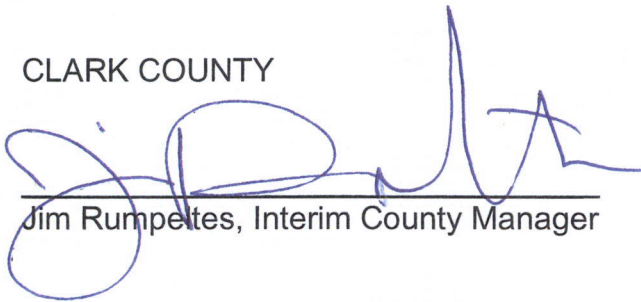
16. Consent and Understanding. This Contract contains a complete and integrated understanding of the contract between the parties and supersedes any understandings,

Contract, or negotiations, whether oral or written, not set forth herein or in written amendments hereto duly executed by both parties.

17. Severability. If any provision of this Contract is held invalid, the remainder would then continue to conform to the terms and requirements of applicable law.

IN WITNESS THEREOF, County and the Contractor have executed this contract on the date first above written.

CLARK COUNTY



Jim Rumpeltes, Interim County Manager

CITYGATE ASSOCIATES, LLC

By _____

Printed Name _____

Title _____

Approved As To Form Only:
ANTHONY F. GOLIK
Prosecuting Attorney

By _____



Deputy Civil Prosecutor

Vendor/Contractor:

Have you or any of your employees who will be directly compensated retired from a Washington State Retirement System using the 2008 Early Retirement Factor?

Yes

No

If yes, please provide the name and social security number for each retiree to Clark County Purchasing.

EXHIBIT A

RFP #727 – Consultant Evaluation of Clark County Permit Center

Scope of Work

SECTION 5—PROJECT APPROACH AND UNDERSTANDING

5.1 PROJECT APPROACH

5.1.1 Study Design

Citygate's review framework is described below and visually shown on the following page:

Stakeholders and Customers

We will first review the stated mission, goals, and objectives of the Community Development Department as identified in the adopted budget and work program, and from other relevant sources such as County documents and key County staff. We will analyze the practices of the County's Community Development Department from the perspective of development community customers, citizens who submit other public service and information inquiries, and those who may be advocating that different programs and/or initiatives be considered. We will then assess the congruence of these critical factors and prepare findings and recommendations that will be the basis for achieving the desired outcomes of excellent customer service, high quality development, vibrant communities via crisp execution and efficient operations through our draft and final recommendations.

Internal Procedures

We will also evaluate Permit Center service levels and standards, performance measures, performance reporting, and the employee performance management system for alignment with stakeholder and customer expectations. The current operating policies and procedures, workflows, organizational structure and management systems, spans of control, organizational relationships, interdivisional and interdepartmental coordination, communications, information systems, administration and supervision, job duties, opportunities for outsourcing or insourcing, comparability to other high-functioning permit center operations, and related aspects will be reviewed to make findings and determine recommendations. This element will include Citygate's grasp of best practices to adapt to changing regulatory requirements.

Employee Learning and Development

Our review will next focus on assessing existing and future service demand, allocation of staff to meet these demands, staff retention and recruitment, training needs and resources, tools and technology available to staff, and the overall staffing strategy. One of the benefits of this element is the empowerment of line staff to be confidently professional and exude compelling credibility.

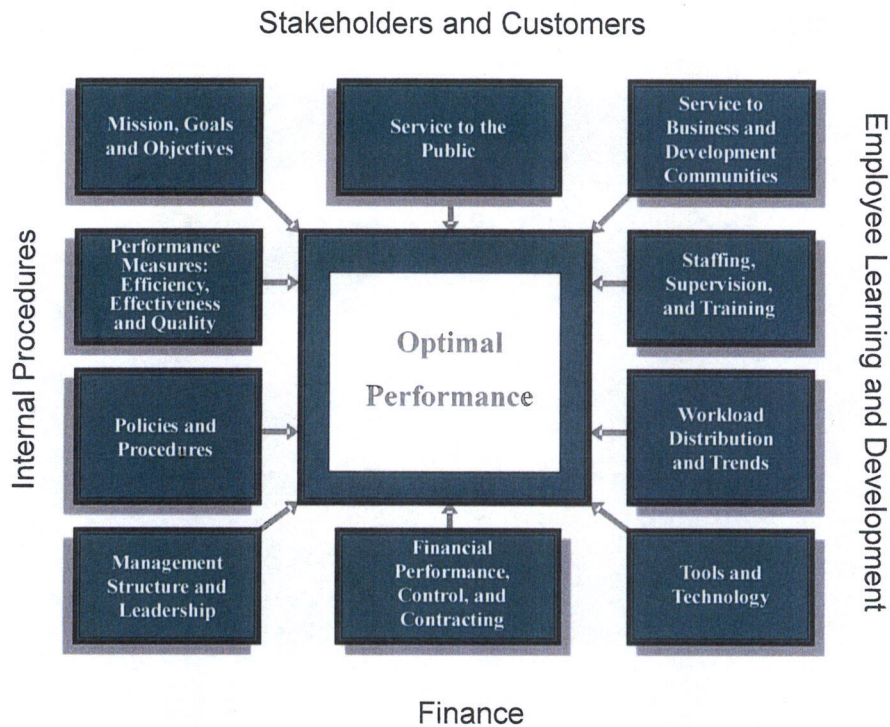
Finance

We will evaluate the current budget and funding levels, including an assessment of the ability to maintain and/or enhance service levels, attract and retain staff, and implement new technology. We will also provide recommendations on alternative approaches to funding if appropriate given current funding, projected demand, technology needs, and/or changes in service scope or levels.

We will conclude our review with recommendations that address opportunities for more efficient, timely, and accurate processes. Because our assessment is balanced, we will also describe in detail where business services operations are currently operating at peak performance. We will develop a

Strategic Action Plan that will include general strategies for change and detailed actions to implement each strategy. The recommended actions will include a priority ranking, timeframe for implementation, cost/benefits and responsible parties.

Profile of Assessment Factors



5.1.2 After Action Final Report Follow-up

We customarily offer a unique, one-of-a-kind, aftermarket follow-up visit to the County. Citygate will provide a high-quality report, and then in six months or one year, at your option, we will return, meet with your staff and representatives from the community, and re-evaluate the recommendations in the report. We will evaluate what is and is not working and what additional efforts may be necessary to produce the desired outcomes for the recommendations in the Final Report.

At that point, it may also become clear that implementing your strategy may require a more deliberate effort to address your organization’s culture.

5.2 WORK PLAN

Citygate’s Work Plan to address the requested scope of work items identified is comprised of six tasks, each with clear task objectives, detailed sub-tasks, and key milestones/deliverables. We also highlight testimonials from previous community development study clients that relate to specific elements of our Work Plan. Our Work Plan has been developed consistent with our experience in



conducting hundreds of organizational assessments and is based on a proven approach used in many similar studies, including our Community Development Department Management Audit and Permit Center Operations Evaluation for Clark County prior to the Great Recession.

Task 1: Initiate and Manage the Project

Task Objectives:

- ◆ To verify the study's scope and objectives.
- ◆ To obtain and review documentation to develop an overview of the permit center operations.
- ◆ To identify key staff and stakeholders who will be involved in the study.
- ◆ To maintain ongoing communications and reporting with the County.

1.1 Discuss Project with the County to Initiate Study:

A key to a successful review is a mutual understanding of the project's scope and objectives. Citygate will conduct a teleconference with the Project Manager and appropriate County representatives to correlate our understanding of the study's scope, and ensure that our Work Plan and project schedule are mutually agreeable. This early effort to clearly define expectations, roles, and lines of communication should result in better focus on substantive issues as the engagement progresses.

For us to be most effective, we will continuously communicate throughout the duration of the study, beginning with our first contact with County staff. Our key message must be that our role is not an adversarial one. Our role is to provide an independent review of the Permit Center operations. We believe our ability to initiate and maintain positive, two-way communication as the study proceeds will result in not only well-supported findings but also a consensus and buy-in among County personnel and community stakeholders concerning the acceptance of our work and the benefit of implementing our recommendations. It is crucial that the project be viewed by the County as a valuable and worthwhile endeavor.

1.2 Obtain and Review Documentation:

Citygate will review the mission, goals, objectives, and philosophy of the key organizational units within the study scope, obtain and review pertinent documentation, and develop an overall process profile of the Community Development Department, as well as related services from Planning, Fire, Public Utilities, Engineering, and Transportation. We will provide the Clark County Project Manager or designee with a list of information to be provided by the County. This will include, but not be limited to, work program, organizational structure, staffing, budget, workload in each of the functional areas, work flows (both from permit tracking software and documentation provided to staff and applicants), performance measures and reports, URLs for websites, permit tracking software modules and versions in use, other record keeping systems, how the permitting tracking system and applications are supported, current paper and digital forms, sample staff reports, adopted code, code interpretations, and adopted plans. We anticipate the County will provide this information within two weeks of request.

1.3 Monitor Engagement Progress and Completion of Tasks:

We have combined the initial task of starting the project with the ongoing task of monitoring, directing and administering the project. In addition to ongoing oral progress reports with assigned County staff, we will provide monthly written status reports.

Key Milestones/Deliverables:

- ◆ Document Request List.
- ◆ Monthly written status reports.

Task 2: Conduct Initial Review of Operations via Department Stakeholders

Task Objectives:

- ◆ To orient employees to our study efforts.
- ◆ To involve appropriate employees in the study and solicit their input.
- ◆ To meet with the key individuals involved in the study, to identify key issues, broad trends and service delivery goals relevant to the process.
- ◆ To obtain perspective on functions and operations from the Department/Division heads and key employees.
- ◆ To engage external stakeholders early in the assessment and promote buy-in and co-ownership of final recommendations.
- ◆ To obtain perceptions of the Division from customers and stakeholders.
- ◆ To develop findings and conclusions on service levels.

“Your interviews were so pleasant and very professional... and I was amazed about how you went about your process.”

Council Member, City of Vista

2.1 Interview Policy Makers and County Management:

To enhance our understanding of the issues at stake in this review, we will meet with and interview County Board, the County CAO, and relevant department and division heads. A goal of the interviews is to orient the consultant team to the history and current context in which the study is taking place. These meetings will also enable us to identify key staff and Clark County stakeholders to gain their insights in subsequent tasks.

2.2 Conduct Employee Orientation Meeting:

To formally introduce the consultant team to relevant Clark County employees, we will conduct an Employee Orientation Meeting so that they understand the purpose of the study, and how we will accomplish that purpose. We will summarize this information in an Employee Orientation Brochure that will be distributed to all employees. This meeting will occur during our first week on-site.

We believe our initial meetings with County officials and employees will further reinforce a clear understanding of the project and minimize misconceptions concerning our role, how we plan to accomplish this study, and the potential outcomes of our work.

2.3 Conduct Interviews with Key County Personnel:

We will conduct on-site meetings and interviews with core plan review staff members who are part of the review process and other key County personnel identified from the Community Development Department and each County department involved with the development review, permitting, and inspection processes.

2.4 Conduct up to 8 External Stakeholder Interviews:

In coordination with the County, our Project Team members will conduct interviews with up to eight (8) external stakeholders, including frequent and infrequent customers.

2.5 Review and Analyze the County's Customer Survey Data

Citygate will review and analyze the survey data that the County has collected from permit center customers.

Key Milestones/Deliverables:

- ◆ Employee Orientation Brochure.
- ◆ One, 3-day on-site trip for initial meetings with policy makers and County staff, the County CAO, and Department and Division Heads (up to 18), and the employee orientation (one hour). Each meeting will last approximately one hour. To provide savings for the County on travel costs, this on-site visit will be conducted in conjunction with the Task 3 on-site visit.

Task 3: Conduct In-Depth Operational Analysis of the Permit Center

Task Objectives:

- ◆ To perform detailed operational analyses where the investment appears to have merit.
- ◆ To analyze the Community Development Department core business processes.
- ◆ To analyze permit center layout and recommend improvements, if any.
- ◆ To assess the Department's permit/workload triage process.
- ◆ To identify areas where organizational performance (e.g., consistency, predictability), service levels (e.g., processing timeframes), and communications (e.g., notifications, customer input, etc.) can be enhanced.
- ◆ To assess how technology is currently used and how it might be better utilized.
- ◆ To benchmark key Community Development Department processes, timelines, use of technology, incentives, and practices used to clarify and communicate code requirements against best practices from other local governments.
- ◆ To identify incentives that may be appropriate to implement policies regarding preferred types of development.

- ◆ To develop indicators/metrics to assess and track the effectiveness of the Community Development Department Permit Center Operations.

3.1 Inventory Primary Inputs, Outputs, and Processes:

Using the process maps (flowcharts) provided by the County as a starting point, we will determine where processes originate and terminate, what is done, and the work methods employed at each step. We will look at how information is routed between and among work units, the existing control mechanisms, and the paper documents that support the processes.

3.2 Analyze Processing Systems:

We will identify bottlenecks, redundant systems, inefficient procedures, opportunities for streamlining, and potential improvements in the application of existing technology. The information from the previous task will also be compared to how current Department permit software is utilized. We will also review the current use of online information and other applications as part of the analysis of processing systems.

3.3 Assess Operational Issues:

Based on the analysis of processing systems, we will evaluate operational factors that affect processing performance including:

- Organizational structure, including decentralization, centralization, and hybrid structures;
- Allocation of staff to various processing and customer service tasks;
- Alignment of process control and staff management responsibilities;
- Performance measures, tracking systems, reporting, and management;
- Customer service measurement, input, feedback, and related mechanisms;
- Ordinances, policies, procedures, interpretations and other documented and undocumented practices affecting predictability and consistency.

3.4 Evaluate Information Technology:

We will identify opportunities to leverage technology to improve efficiencies and customer service. In addition to the review of the use of technology in the analysis of processing systems and assessment of operational issues, we will evaluate existing systems to examine their efficiency and effectiveness. The general evaluations will be conducted from the perspectives of internal staff and external users along with our own knowledge and expertise. Also, Citygate will evaluate the potential to utilize other e-government technologies and applications for the County to improve customer service (e.g., 24/7 access to online information and scheduling, mobile device applications, opportunities for applicant self-help, etc.).

3.5 Benchmark County Performance:

We will benchmark performance against other local governments that have similar levels of permitting activity and complexity.

3.6 Identification of Incentives:

Citygate will compare current incentives used by the County to the benchmarking results from Task 3.5 to identify opportunities to provide enhanced and/or new incentives for the preferred types of development the County has identified. Among the types of incentives that will be examined are preferential processing, processing assistance, and pre-approved sites / site banks.

3.7 Regulatory Change Management:

Citygate will develop protocols for the County to use when faced with implementing mandated changes from state or federal government to regulatory permitting requirements associated with land development and building. These protocols will include the time period that precedes the effective date of these changes and will assist the County with successfully managing these internally and externally.

Key Milestones/Deliverables:

- ◆ Operational findings and conclusions.

Task 4: Present Draft Findings and Recommendations and Prepare Draft Report

Task Objectives:

- ◆ To review preliminary findings and recommendations with County staff and stakeholders.
- ◆ To review Draft Report and proposed Strategic Action Plan with County staff.

4.1 Review Preliminary Findings and Recommendations with the Staff:

We will generate preliminary findings and recommendations to be reviewed in-person with appropriate Clark County staff and stakeholders before preparing the Draft Report, in accordance with our policy of “No Surprises.” Since our recommendations may include changes to support and maintain new processes and procedures, it is important to create mutual understanding before writing the Draft Report.

4.2 Prepare Draft Report and Review with County:

We will then prepare a Draft Report including recommendations and proposed implementation strategy. This report will be provided to appropriate County personnel, as needed, to allow sufficient time for review and discussion of any areas that require further clarification or amplification. The report will outline a Strategic Action Plan for implementation that addresses each of the areas discussed in our Work Plan. This Strategic Action Plan will categorize recommended improvements by time, money, and implementation burden on County staff, and will include implementation timeframes.

Citygate Associates does not utilize a list of preconceived recommendations that are recycled from project to project. Each project is unique and approached with a clean slate.

Key Milestones/Deliverables:

- ◆ Preliminary findings and recommendations.
- ◆ One-day on-site trip to review preliminary findings and recommendations with staff and conduct a facilitated session with key stakeholders.

- ◆ Draft Report.
- ◆ One teleconference meeting to verbally review the Draft Report with staff.

Task 5: Prepare and Present Final Report

Task Objectives:

- ◆ To obtain written feedback on the Draft Report from the County.
- ◆ To produce and present the Final Report.

5.1 Revise Draft Report as Necessary.

Once we receive feedback on the Draft Report from the County (in the form of one compiled document with the County's written comments), we will make the necessary changes to finalize the report.

"I think that this document is going to be a cornerstone for us really moving forward for the next five, ten, twenty, half a century."

Luke Garrott
Council Member, Salt Lake City

5.2 Produce and Present Final Report:

We will present the Final Report to each the County Community Development Managers, the County Manager, and to the Board of County Councilors.

Key Milestones/Deliverables:

- ◆ Final Report.
- ◆ Two-day on-site trip to present the Final Report.

Task 6: After Action Progress Review and Evaluation

Task Objectives:

- ◆ Re-evaluate recommendations in Final Report.
- ◆ Monitor the outcomes and results and recommend any needed mid-course corrections.

6.1 After Action Progress Review:

In six months to one year, at your option, Citygate will meet with the County's staff and appropriate representatives from the community and then re-evaluate each of the recommendations in the report. We can provide this aftermarket service because we have a high degree of confidence in the quality and "implementability" of the recommendations that we will deliver and we have an outstanding track record for quality, reliability and dependability with our past clients.

6.2 Determine What is Working; Provide Solutions for What is Not:

We will evaluate what is and is not working, and what additional efforts may be necessary to produce the desired outcomes for our original recommendations.

6.3 Provide Action Plan Update:

With staff assistance, Citygate will review and evaluate the County’s implementation efforts, and then update the County’s Action Plan from our Final Report by adding a column for noting “Implementation Status.” We will note the status and progress which has been and is being made toward implementing the recommendations along with the recommended remedial adjustments that we believe to be warranted. We will present the Action Plan update to each the County Community Development Managers, the County Manager, and to the Board of County Councilors.

Key Milestones/Deliverables:

- ◆ Draft and Final Strategic Action Plan update.

5.3 TENTATIVE PROJECT SCHEDULE

In Citygate’s experience, because the requested project timeline will overlap the holiday season and County staff holiday absences, this timeline cannot realistically be achieved. For example, how many staff members and citizens will attend Citygate presentation sessions immediately before Thanksgiving and Christmas? We have tried this before, and it has never worked! Citygate is prepared to start this engagement in October. One of the reasons that Citygate’s studies have resulted in such significant improvement for our clients is that we also regard each engagement as a change management endeavor. Rather than a quick analytical study hit rendered in an abrupt fashion, our thorough, steady, reliable study process cultivates employee acceptance, engagement, buy-in, enthusiasm, and a recognition that our recommendations can make staff’s quality of work-life better, while simultaneously improving the customer/applicant experience. Clark County has too much at stake to risk the cadence of a drive-by project! Thus, based on our experience with similar reviews, we expect this study to take approximately four to five months to complete.

Sample Project Schedule

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 11 or 17
1: Initiate and Manage the Project						
2: Conduct Initial Review of Operations via Department Stakeholders	●					
3: In-Depth Operations Review		●				
4: Draft Findings and Draft Report				●		
5: Final Report					●	
6: After Action Evaluation						●

● On-site visit / meeting



SECTION 6—PROPOSED COST

6.1 PROPOSAL COSTS

Our charges are based on *actual time* spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost based on our Work Plan and Scope of Work, outlined below.

Project Cost

Consulting Fees of Project Team	Reimbursable Expenses	Administration (5% of Hourly Fees)	Total
\$69,595 (379 Hours)	\$10,973	\$3,480	<u>\$84,048</u>

Because Citygate bills based on *actual time* spent by our consultants, if Citygate and the County can complete the proposed Work Plan more efficiently than estimated in this proposal, the total project cost could likely decrease. For example, Citygate’s 2006 Permit Center Evaluation with the County was contracted at \$49,900, but only \$30,977 was billed.

Citygate’s proposed cost is contingent on the ability to perform all three required Final Report and After Action Report Update presentations in one on-site day per deliverable.

In addition, the County may find that our proposed Work Plan consists of tasks that are not desired. Citygate will work with the County to achieve desired levels of service within a fixed budget.

The price quoted is effective for 90 days from the date of receipt of this proposal and includes one (1) draft review cycle to be completed by Citygate and the County within 30 calendar days. Additional Draft Report cycles or processing delays requested by the County would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered to be the Final Report if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

Clark County Community Development Department
 Proposal to Evaluate Permit Center Operations

6.1.1 Tasks and Hours for Project Team

Task	DeRoos	Hester	Corey	Lind	Cook	Project Admin (Various)	Admin (Various)	Total Hours
Task 1	8	4	-	4	8	4	5	48
Task 2	-	20	-	20	24	-	3	64
Task 3	-	8	-	20	20	-	3	48
Task 4	4	16	-	8	48	24	3	100
Task 5	4	20	-	4	32	15	3	75
Task 6	-	8	-	4	24	8	3	44
Total Hours	16	76	0	60	156	51	20	379
Rate	\$225	\$225	\$210	\$170	\$195	\$125	\$95	
Total Consulting Fees	\$3,600	\$17,100	\$0	\$10,200	\$30,420	\$6,375	\$1,900	\$69,595

6.1.2 Hourly Rates

Classification	Rate	Consultant
Citygate President	\$ 225 per hour	David DeRoos
Project Director	\$ 225 per hour	John Hester
Community Development Principal	\$ 210 per hour	Jay Corey
Streamlining, Operational, and Technology Analysis Specialist	\$ 170 per hour	Eric Lind
Senior Associate	\$ 195 per hour	Bill Cook
Report Project Administrator	\$ 125 per hour	Various
Administrative Support	\$ 95 per hour	Various

6.1.3 Billing Schedule

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate's billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment by direct deposit, if available.

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance would be credited to our last invoice.



EXHIBIT B

RFP #727 – Consultant Evaluation of Clark County Permit Center

Cost/Invoice Schedule

October 2017 - \$8,404.80 (10% of project total cost to cover start-up costs); this advance will be credited to Contractor's last invoice

November 2017 through October 2018 – actual time billed, reimbursable expenses incurred, plus 5% administration charge

Total Project Cost not-to-exceed is \$84,048.

Contract term is October 25, 2017 through October 31, 2018. Optional two (2) one (1) year extensions may be exercised at the County's discretion.



RFP # 727
PROFESSIONAL, TECHNICAL AND EXPERT SERVICES

Clark County Washington
Release date: Wednesday, August 23, 2017

Request for Proposal for:

*Consultant Evaluation of Permit Center Operations
Community Development Department, Clark County, Washington*

PROPOSALS DUE: Wednesday, September 13, 2017 by 3:00 p.m.

Proposal(s) shall be sealed and clearly marked on the package cover with RFP #, Project Title and Company name.

Submit one (1) original and three (3) complete copies of the Proposal to:

Clark County
Office of Purchasing
P.O. Box 5000
1300 Franklin Street, 6th Floor, Suite 650
Vancouver, Washington 98660
(360) 397-2323

Refer Questions to:

Project Manager:
Martin L. Snell, AICP
Director, Department of Community Development
Marty.Snell@clark.wa.gov

General Terms and Conditions

ADMINISTRATIVE REQUIREMENTS - Contractors shall comply with all management and administrative requirements established by Washington Administrative Code (WAC), the Revised Code of the State of Washington (RCW), and any subsequent amendments or modifications, as applicable to providers licensed in the State of Washington.

ALL proposals submitted become the property of Clark County. It is understood and agreed that the prospective Proposer claims no proprietary rights to the ideas and written materials contained in or attached to the proposal submitted. Clark County has the right to reject or accept proprietary information.

AUTHORSHIP - Applicants must identify any assistance provided by agencies or individuals outside the proposers own organization in preparing the proposal. No contingent fees for such assistance will be allowed to be paid under any contract resulting from this RFP.

CANCELLATION OF AWARD - Clark County reserves the right to immediately cancel an award if the contractual agreement has not been entered into by both parties or if new state regulations or policy make it necessary to change the program purpose or content, discontinue such programs, or impose funding reductions. In those cases where negotiation of contract activities are necessary, Clark County reserves the right to limit the period of negotiation to sixty (60) days after which time funds may be unencumbered.

CONFIDENTIALITY: Proposer shall comply with all applicable state and federal laws governing the confidentiality of information."

CONFLICT OF INTEREST - All proposals submitted must contain a statement disclosing or denying any interest, financial or otherwise, that any employee or official of Clark County or the appropriate Advisory Board may have in the proposing agency or proposed project.

CONSORTIUM OF AGENCIES - Any consortium of companies or agencies submitting a proposal must certify that each company or agency of the consortium can meet the requirements set forth in the RFP.

COST OF PROPOSAL & AWARD - The contract award will not be final until Clark County and the prospective contractor have executed a contractual agreement. The contractual agreement consists of the following parts: (a) the basic provisions and general terms and conditions, (b) the special terms and conditions, (c) the project description and goals (Statement of Work), and (d) the budget and payment terms. Clark County is not responsible for any costs incurred prior to the effective date of the contract. Clark County reserves the right to make an award without further negotiation of the proposal submitted. Therefore, the proposal should be submitted in final form from a budgetary, technical, and programmatic standpoint.

DISPUTES: Clark County encourages the use of informal resolution to address complaints or disputes arising over any actions in implementing the provisions of this RFP. Written complaints should be addressed to Clark County – Purchasing, P.O. Box 5000, Vancouver, Washington 98666-5000.

DIVERSITY IN EMPLOYMENT AND CONTRACTING REQUIREMENTS - It is the policy of Clark County to require equal opportunity in employment and services subject to eligibility standards that may be required for a specific program. Clark County is an equal opportunity employer and is committed to providing equal opportunity in employment and in access to the provision of all county services. Clark County's Equal Employment Opportunity Plan is available at <http://www.clark.wa.gov/hr/documents.html>. This commitment applies regardless of race, color, religion, creed, sex, marital status, national origin, disability, age, veteran status, on-the-job injury, or sexual orientation. Employment decisions are made without consideration of these or any other factors that are prohibited by law. In compliance with department of Labor Regulations implementing Section 504 of the rehabilitation Act of 1973, as amended, no qualified handicapped individual shall be discriminated against in admission or access to any program or activity. The prospective contractor must agree to provide equal opportunity in the administration of the contract, and its subcontracts or other agreements.

ENVIRONMENTALLY RESPONSIBLE PURCHASING PROGRAM - Clark County has implemented an Environmentally Responsible Purchasing Policy with a goal to reduce negative impacts on human health and the environment. Negative environmental impacts include, but are not limited to, greenhouse gases, air pollution emissions, water contamination, waste from the manufacturing process and waste in packaging. This policy also seeks to increase: 1) water and energy efficiency; 2) renewable energy sources; 3) use of products with recycled content; 4) product durability; 5) use of products that can be recycled, reused, or composted at the end of its life cycle. Product criteria have been established on the Green Purchasing List <https://clarknet.clark.wa.gov/purchasing/environmentally-responsible-purchasing>

INDEPENDENT PRICE DETERMINATION - The prospective contractor guarantees that, in connection with this proposal, the prices and/or cost data have been arrived at independently, without consultation, communication, or agreement for the purpose of restricting competition. This does not preclude or impede the formation of a consortium of companies and/or agencies for purposes of engaging in jointly sponsored proposals.

INTERLOCAL AGREEMENT - Clark County has made this RFP subject to Washington State statute RCW 39.34. Therefore the bidder may, at the bidders' option, extend identical prices and services to other public agencies wishing to participate in this RFP. Each public agency wishing to utilize this RFP will issue a purchase order (or contract) binding only their agency. Each contract is between the proposer and the individual agency with no liability to Clark County.

LIMITATION - This RFP does not commit Clark County to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or contract for services or supplies.

LATE PROPOSALS - A proposal received after the date and time indicated above will not be accepted. No exceptions will be made.

ORAL PRESENTATIONS: An oral presentation may be required of those prospective contractors whose proposals are under consideration. Prospective contractors may be informed that an oral presentation is desired and will be notified of the date, time and location the oral presentation is to be conducted.

OTHER AUDIT/MONITORING REQUIREMENTS - In addition, auditing or monitoring for the following purposes will be conducted at the discretion of Clark County: Fund accountability; Contract compliance; and Program performance.

PRICE WARRANT - The proposal shall warrant that the costs quoted for services in response to the RFP are not in excess of those which would be charged any other individual or entity for the same services performed by the prospective contractor.

PROTESTS must be submitted to the Purchasing Department.

PUBLIC SAFETY may require limiting access to public work sites, public facilities, and public offices, sometimes without advance notice. The successful Proposer's employees and agents shall carry sufficient identification to show by whom they are employed and display it upon request to security personnel. County project managers have discretion to require the successful Proposer's employees and agents to be escorted to and from any public office, facility or work site if national or local security appears to require it.

REJECTION OF PROPOSALS - Clark County reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with any or all prospective contractors on modifications to proposals, to waive formalities, to postpone award, or to cancel in part or in its entirety this RFP if it is in the best interest of Clark County to do so.

SUBCONTRACTING - No activities or services included as a part of this proposal may be subcontracted to another organization, firm, or individual without the approval of Clark County. Such intent to subcontract shall be clearly identified in the proposal. It is understood that the contractor is held responsible for the satisfactory accomplishment of the service or activities included in a subcontract.

VERBAL PROPOSALS: Verbal proposals will not be considered in making the award of any contract as a result of this RFP.

WORKERS COMPENSATION INSURANCE – The contractor shall comply with R.C.W. Title 51- with minimum coverage limits of \$500,000 for each accident, or provide evidence that State law does not require such coverage.

FOR ALTERNATIVE FORMATS
Clark County ADA Office; V (360) 397-2025;
TTY (360) 397-2445; ADA@Clark.wa.gov

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Request for Proposal # 727

Consultant Evaluation of Permit Center Operations

Part I Proposal Requirements

Section IA

General Information

1. Introduction

The purpose of this RFP is to permit the consultant community to suggest various approaches to meet this 'defined need' at a given price.

This RFP will identify a service or need where no specific method has been chosen.

The Clark County Board of County Councilors and the Community Development Director determined the need for a consultant evaluation of Permit Center operational efficiencies. Given years of dynamic changes, the pace of increased development activity and the desire to meet and improve service to those in need of County permits and approvals, the County is interested in receiving proposals from qualified consultants with experience systematically analyzing on-going municipal permit center operations. The focus of this effort is to help Clark County better serve the community by identifying areas for operational and other permit processing efficiencies in the Permit Center and provide solutions that are focused on customer service and needs, balanced with statutory responsibilities.

2. Background

Changes in the permitting framework (e.g. introduction of LEAN principles, new storm water regulations, changes in staffing, etc.) and increased development activity has placed considerable strain on County resources and has also highlighted the importance of providing efficient, consistent, and timely professional services that the community can rely upon. The County's Permit Center was last evaluated by a consultant in 2006 and there have been dynamic changes that warrant the investment in a new evaluation.

3. Scope of Project

The project focus is about improving the customer service experience and identifying efficiencies with permit processing timelines while meeting statutory responsibilities. This includes recommending ways to minimize customer wait times in the Permit Center Lobby, assessing the current approach of educating customers about the complex permitting processes, and approaches to empowering line staff to be more supported, confident, well-trained and professional. The underlying importance of this effort is to identify opportunities for improvement, acknowledge what is working well, and provide solutions that enhance the County's role in promoting and supporting good development and vibrant communities.

4. Project Funding

The County intends to provide adequate funding for this project.

5. Timeline for Selection

The following dates are the **intended** timeline:

Proposals due	September 13, 2017
Proposal review/evaluation period	September 14-20, 2017
Interviews/demonstration (optional)	September 27, 2017
Selection committee recommendation	September 28, 2017
Contract negotiation/execution	October 5, 2017
Contract intended to begin	October 12, 2017

6. Employment Verification

"Effective November 1st, 2010, to be considered responsive to any formal Clark County Bid/RFP or Small Works Quote, all vendors shall submit before, include with their response or within 24 hours after submittal, a recent copy of their E-Verify MOU or proof of pending enrollment. The awarded contractor shall be responsible to provide Clark County with the same E-Verify enrollment documentation for each sub-contractor (\$25,000 or more) within thirty days after the sub-contractor starts work. Contractors and sub-contractors shall provide a report(s) showing status of new employee's hired after the date of the MOU.

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The status report shall be directed to the county department project manager at the end of the contract, or annually, which ever comes first. E-Verify information and enrollment is available at the Department of Homeland Security web page: www.dhs.gov/E-Verify. *Place this sheet after the cover page of the proposal.*

How to submit the MOU in advance of the submittal date:

1. Hand deliver to 1300 Franklin St, Suite 650, Vancouver, WA 98660, or;
2. Fax to (360) 397-6027, or;
3. E-mail: beth.balogh@clark.wa.gov or mike.westerman@clark.wa.gov

Note : Sole Proprietors are exempt.

Section IB

Work Requirements

1. Required Services *Services from a qualified consulting firm licensed to do business in Washington state with staff experienced in providing evaluations of municipal permit center operations.*
2. County Performed Work *The County has performed the following work and this work will be made available to the successful proposer (not as part of the request for proposal process):*
 - *Permit Services Division Organization Analysis for Clark County, by Citygate Associates, LLC, Final Report November 2006*
 - *Survey of permit center customers, beginning July 2017 (ongoing), by Clark County staff*
3. Deliverables & Schedule
Draft Evaluation Report due November 22, 2017
Presentations to County (3) to occur in December 2017
Final Evaluation Report due December 22, 2017

Draft After Action Progress Review Evaluation Report due (consultant recommendation)
Presentations to County (3) due (consultant recommendation)
Final After Action Progress Review Evaluation Report due (consultant recommendation)
4. Place of Performance Contract performance must take place in the County's facility and the Proposer's facility and/or a third party location.
5. Period of Performance A contract awarded as a result of this RFP will be for one year and is intended to begin on October 12, 2017.

Clark County reserves the right to extend the contract resulting from this RFP for a period of two (2) one (1) year periods, with the same terms and conditions to also include related follow-on work with the Permit Center, by service of a written notice of its intention to do so prior to the contract termination date.
6. Insurance
A. Automobile
If the Proposer or its employees use motor vehicles in conducting activities under this Contract, liability insurance covering bodily injury and property damage shall be provided by the Proposer through a commercial automobile insurance policy. The policy shall cover all owned and non-owned vehicles. Such insurance shall have minimum limits of \$500,000 per occurrence, combined single limit for bodily injury liability and property damage liability with a \$1,000,000 annual aggregate limit. If the Proposer does not use motor vehicles in conducting activities under this Contract, then written confirmation to that effect on Proposer letterhead shall be submitted by the Proposer.

B. Professional Liability (aka Errors and Omissions)
The Proposer shall obtain, at Proposer's expense, and keep in force during the term of this contract Professional Liability insurance policy to protect against legal liability arising out of contract activity. Such insurance shall provide a minimum of \$2,000,000 per occurrence, with a maximum deductible of \$25,000. It should be an "Occurrence Form" policy. If the policy is "Claims Made", then Extended Reporting Period Coverage (Tail coverage) shall be purchased for three (3) years after the end of the contract.

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C. Proof of Insurance

Proof of Insurance shall be provided prior to the starting of the contract performance. Proof will be on an ACORD Certificate(s) of Liability Insurance, which the Proposer shall provide to Clark County. Each certificate will show the coverage, deductible and policy period. Policies shall be endorsed to state that coverage will not be suspended, voided, canceled or reduced without a 30 day written notice by mail. It is the Proposer's responsibility to provide evidence of continuing coverage during the overlap periods of the policy and the contract.

All policies must have a Best's Rating of A-VII or better.

7. Plan Holders List

All proposers are required to be listed on the plan holders list.

- ✓ Prior to submission of proposal, please confirm your organization is on the Plan Holders List below:

To view the Plan Holders List, please click on the link below or copy and paste into your browser.

Clark County RFP site:

<http://www.clark.wa.gov/general-services/purchasing/rfp.html>

If your organization is NOT listed, submit the 'Letter of Interest' to ensure your inclusion. See Attachment B.

Proposals received by Clark County by proposers not included on the Plan Holders List may be considered non-responsive.

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Consultant Evaluation of Permit Center Operations

Part II Proposal Preparation and Submittal

Section IIA Pre-Submittal Meeting / Clarification

1. Pre-Submittal Meeting
There will be no pre-submittal meeting or site visit scheduled for this project.
2. Proposal Clarification
Questions and Requests for Clarification regarding this Request for Proposal must be directed in writing, via email, to the person listed on the cover page. The deadline for submitting such questions/clarifications is September 6, 2017.

An addendum will be issued no later than September 8, 2017, to all recorded holders of the RFP if a substantive clarification is in order.

The Questions & Answers/Clarifications are available for review at the link below. Each proposer is strongly encouraged to review this document prior to submitting their proposal.

Clark County RFP site:
<http://www.clark.wa.gov/general-services/purchasing/rfp.html>

Section IIB Proposal Submission

1. Proposals Due
Sealed proposals must be received no later than the date, time and location specified on the cover of this document.

The outside of the envelope/package shall clearly identify:
 1. RFP Number and;
 2. TITLE and;
 3. Name and address of the proposer.
Responses received after submittal time will not be considered and will be returned to the Proposer - unopened.

Proposals received with insufficient copies (as noted on the cover of this document) cannot be properly disseminated to the Review Committee and other reviewers for necessary action, therefore, may not be accepted.
2. Proposal
Proposals must be clear, succinct and not exceed 20 pages, excluding resumes, E-Verify and coversheet. Proposer's who submit more than the pages indicated may not have the additional pages of the proposal read or considered.

For purposes of review and in the interest of the County, the County encourages the use of submittal materials (i.e. paper, dividers, binders, brochures, etc.) that contain post-consumer recycled content and are readily recyclable.

The County discourages the use of materials that cannot be readily recycled such as PVC (vinyl) binders, spiral bindings, and plastic or glossy covers or dividers. Alternative bindings such as reusable/recyclable binding posts, reusable binder clips or binder rings, and recyclable cardboard/paperboard binders are examples of preferable submittal materials.

Proposers are encouraged to print/copy on both sides of a single sheet of paper wherever applicable; if sheets are printed on both sides, it is considered to be two pages. Color is acceptable, but content should not be lost by black-and-white printing or copying.

All submittals will be evaluated on the completeness and quality of the content. Only those Proposers providing complete information as required will be considered for evaluation. The ability to follow these instructions demonstrates attention to detail.

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Consultant Evaluation of Permit Center Operations

More specific areas pertaining to the scope of this project are as follows:

Regulatory Change Management - As part of this project, the Consultant is required to develop protocols for the County to use when faced with implementing mandated changes from state and/or federal government to regulatory permitting requirements associated with land development and building. These protocols must include the time period that precedes the effective date of these changes and are intended to assist the County with successfully managing these internally and externally.

Permit Center Operations - Performance indicators/metrics associated with the Permit Center operations to assess effectiveness shall be developed and provided by Consultant. These metrics may become foundational for assessing current effectiveness and may also be used for the after action progress review and evaluation. Further guidance for evaluating the County's Permit Center is outlined below.

- Focus on 'low hanging fruit' and quick implementation of any improvements needed
 - Look for process bottlenecks; ways to reduce wait times in permit center lobby
 - Evaluate service capacity (staffing levels; knowledge/empowerment of staff; necessary tools to do job); look at intake staffing as well as reviewers/approvers; look at management structure and support
 - Look at permit center layout and recommend improvements if any
 - Evaluate television screen programs being aired in lobby and recommend other alternative programming (perhaps a "doing business with the County Permit Center" rolling video as an idea)
- How well does the triage process currently work (by complexity; by type of permit/approvals necessary—is current process designed with customer service experience in mind?)
 - Does current process clearly communicate timelines and requirements to customers? If not, recommend improvements.
 - Does County have a permits and approvals flow chart? If not, should there be one as a handout and on the web?
 - Opportunity for permit application submittals via the web? What is available now and in the near and long-term?
 - More opportunity to "save a trip" to the permit center by leveraging electronic technology? Are there opportunities to reduce permit center wait times with the use of technology?
- Review and approval process efficiencies
 - Application review/approval (back and forth) opportunities/improvements using electronic technology? Does this already happen?

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- *Opportunity for displaying milestone progress for permit review/approvals so customers are aware of the status?*
- *Other process inhibitors that can be revised to reduce timelines while maintaining statutory responsibilities?*
- *Ask our customers*
 - *Meet with certain customers who do business with other entities, ask for their input about likes/dislikes, ideas for improved service*
 - *Also meet/survey a few infrequent customers and collect their thoughts on their experience with the County permitting process, ideas for improved service (i.e. single family homeowners who remodel, add a shop/structure, building a home)*
 - *Review and analyze the survey data that the County has collected from permit center customers*
- *Ask ourselves*
 - *Meet with certain County staff/managers, ask for their input about likes/dislikes, ideas for improved service*
 - *What do County staff/managers believe would help them be successful with providing better service to customers? What is needed for staff to complete their work in an efficient manner while maintaining high quality standards? What changes can be made to create an atmosphere where staff feel more empowered to implement solutions to customers' questions and concerns? Ask front line staff and those who routinely interact with the public "What is your perception and description of your job responsibility?"*
- *Review handouts/brochures/educational materials and information on web about permits and approvals provided by the County*
 - *Revise/create helpful handouts*
 - *Need to be current and applicable*
 - *Recommend process and timelines for keeping materials refreshed*
- *Categorize recommended improvements by time, money, implementation burden on County staff:*
 - 1) *Minimal investment (0-3 month implementation)*
 - 2) *Medium investment (3-6 month implementation)*
 - 3) *Larger investment (6-12 month implementation)*
 - 4) *Other longer investment strategies (12+ month implementation)*

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Consultant Evaluation of Permit Center Operations

Deliverables: Draft and Final report capturing the scope and results of this evaluation; provide three presentations total, one presentation to Community Development Managers; one presentation to County Manager; one presentation to Board of County Councilors (all presentations to occur at Clark County Offices)

Deliverables: Draft and Final after action progress review and evaluation report; provide three presentations total, one presentation to Community Development Managers; one presentation to County Manager; one presentation to Board of County Councilors (all presentations to occur at Clark County Offices)

Develop process and timeframe to review and modify Permit Center improvements implemented (consultant to propose timeframes for this based upon their past experience).

Consultant shall be responsible for identifying a specific approach to include all resources necessary to complete the project goals outlined above. This includes capturing the time, budget, and resources for all proposed meetings the consultant believes are necessary to achieve the goals of the project. These resource needs also include the estimated ask on the County's resources to support the consultant's work.

Consultant should provide a fully resourced schedule as part of their proposal.

Consultant may choose to propose their own modified approach to achieving the intended scope of services outlined above.

Section IIC

Proposal Content

1. Cover Sheet
This form is to be used as your proposal Cover Sheet
See Cover Sheet - Attachment A
2. Project Team

Describe the firm's history and experience with this specific type of work and/or applicable projects. Provide the proposed project approach and methodology, along with a fully resourced schedule and project budget.

Identify the specific individuals who will be working on this project from your firm. Provide resumes for each individual who will be working on this project. Substitutions for individuals identified in their respective roles in consultants' proposals are not allowed unless prior written approval is provided by the County's Project Manager or designee. If this process step for substitutions is not followed, the County reserves the right to refuse payment for services rendered under this contract.
3. Management Approach
The successful Proposer will need to clearly and succinctly describe how the overall project will be managed and by whom. Additionally, given the nature of the requested services, it is anticipated that experienced professionals familiar with municipal permit center operations will have key role(s) in the project. The philosophical approach to evaluating a very busy permit center operational environment while not causing disruption and discord is important.
4. Respondent's Capabilities
Provide resumes, previous work history/project examples, and client references for previously completed and ongoing work. This demonstration of capabilities should be directly relevant to the goals and scope of this project.
5. Project Approach and Understanding
Clearly articulate your understanding of the project and approach, along with a summary of similar work experience in your cover letter. The project approach may include:
 - Initiate and manage the project
 - Conduct initial review of operations of each Division of Community Development Department

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Consultant Evaluation of Permit Center Operations

- *Review/analyze Permit Center service delivery systems*
- *Perform detailed operational analysis of Permit Center*
- *Prepare reports and conduct presentations*
- *After action review of implemented actions*

6. Proposed Cost *Specify the amount of hours each individual will contribute to each identified task as well as their billing rates, calculated up to a total project proposal professional services fee estimate. Add any expenses anticipated to arrive at a total proposed project budget not-to-exceed fee.*

7. Employment Verification **Please refer to section 1A.6. – e-Verify**

IMPORTANT NOTE: Include this portion of the response immediately AFTER the cover page, if not already on file with Clark County. Current vendors on file can be viewed at:
<http://www.clark.wa.gov/general-services/purchasing/documents/e-verifylog.pdf>

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Consultant Evaluation of Permit Center Operations

Part III Proposal Evaluation & Contract Award

Section IIIA Proposal Review and Selection

- 1. Evaluation and Selection: Proposals received in response to this RFP will be evaluated by a Review Committee. Committee review results and recommendations may be presented to an appropriate advisory board prior to the consent process with the Clark County Board of Councilors.
- 2. Evaluation Criteria Scoring: Each proposal received in response to the RFP will be objectively evaluated and rated according to a specified point system.

A one hundred (100) point system will be used for the written proposal, weighted against the following criteria:

Proposal approach/quality/creativity	25
Individual Consultant staff experience proposed for this project	10
Firm's history / relevant project examples	10
Proposal presentation, quality, and appearance	10
Cost	15
References	20
Strength of cover letter	10
Total Points	100

Section IIIB Contract Award

- 1. Consultant Selection: *The County will award a contract to the highest scoring Proposer. Should the County not reach a favorable agreement with the highest scoring Proposer, the County shall suspend or terminate negotiations and commence negotiations with the second highest scoring Proposer and so on until a favorable agreement is reached.*
- 2. Contract Development: The proposal and all responses provided by the successful Proposer may become a part of the final contract.

The form of contract shall be the County's Contract for Professional Services.
- 3. Award Review: The public may view proposal documents after contract execution. However, any proprietary information so designated by the Proposer as a 'trade secret' will not be disclosed unless the Clark County Prosecuting Attorney determines that disclosure is required. At this time, Proposers not awarded the contract, may seek additional clarification or debriefing, request time to review the selection procedures or discuss the scoring methods utilized by the evaluation committee.
- 4. Orientation/Kick-off Meeting: *As part of the proposal, the consultant shall propose a kick-off meeting with the County Project Manager that should occur in October following contract award.*

**Request for Proposal # 727
Consultant Evaluation of Permit Center Operations**

Attachment A COVER SHEET

General Information:

Legal Name of Applicant/Company/Agency _____

Street Address _____ City _____ State _____ Zip _____

Contact Person _____ Title _____

Phone _____ Fax _____

Program Location (if different than above) _____ Email address _____

Tax Identification Number _____

ADDENDUM:

Proposer shall insert number of each Addendum received. If no addendum received, please mark "NONE".

No. _____ Dated: _____ No. _____ Dated: _____ No. _____ Dated: _____

NOTE: Failure to acknowledge receipt of Addendum may render the proposal non-responsive.

→ Does the proposal comply with the requirements contained within the RFP?
A "No" response may disqualify the proposal from further consideration.

Yes No

→ Did outside individuals or agencies assist with preparation of this proposal?

Yes No (if yes, describe.)**

Total Funds Requested Under this Proposal \$ _____

I certify that to the best of my knowledge the information contained in this proposal is accurate and complete and that I have the legal authority to commit this agency to a contractual agreement. I realize the final funding for any service is based upon funding levels, and the approval of the Clark County Board of Councilors.

Signature, **Administrator of Applicant Agency***

Date

Vendor/Contractor:

Have you or any of your employees who will be directly compensated retired from a Washington State Retirement System using the 2008 Early Retirement Factor?

Yes No

If yes, please provide the name and social security number for each retiree to Clark County Purchasing.

**Request for Proposal # 727
Consultant Evaluation of Permit Center Operations**

Attachment B LETTER OF INTEREST

Legal Name of Applicant Agency _____

Street Address _____

City _____ State _____ Zip _____

Contact Person _____ Title _____

Phone _____ Fax _____

Program Location (if different than above) _____

Email address _____

- All proposer's are required to be included on the plan holders list. If your organization is NOT listed, submit the 'Letter of Interest' to ensure your inclusion.

In the body of your email, request acknowledgement of receipt.

Email Attachment B to: Beth.Balogh@clark.wa.gov

Clark County web link:

<http://www.clark.wa.gov/general-services/purchasing/rfp.html>

This document will only be used to add a proposer to the plan holders list. Submitting this document does not commit proposer to provide services to Clark County, nor is it required to be submitted with proposal.

Proposals may be considered non-responsive if the Proposer is not listed on the plan holders list.