

CLARK COUNTY STAFF REPORT

DEPARTMENT: Community Development

DATE: September 7, 2017

REQUESTED ACTION: Approval to Contract for Consultant Evaluation of Permit Center

Consent Hearing County Manager

BACKGROUND

The last process efficiency evaluation of the County's Permit Center was in 2006. The County should invest in a new evaluation to ensure the Permit Center is providing responsible customer service while meeting statutory obligations.

Liability/Risk/Safety Impacts: The risks associated with not funding this evaluation could be missed opportunities to improve land development and building permitting processes, customer service, Permit Center workload, and staff empowerment.

Positive Impact to Citizens: A consultant evaluation should demonstrate to citizens that Clark County is making smart investments to provide efficient and helpful land use and building safety permitting services.

Efficiency Gains: These will be determined in the evaluation and subsequent implementation of recommendations.

Workforce Engagement and Contributions: The scope of the evaluation will include internal and external customer and worker engagement to help determine opportunities for improvement.

Impacts/Outcomes if not approved: It would not be possible for an internal evaluation to produce recommendations similar to what an outside 3rd party consultant could provide. Furthermore, County staff does not have the capacity to perform this task so it's unlikely that this evaluation would occur in the near future if not funded.

Staff Contact: Marty Snell, Community Development Director

Extension 4101

COUNCIL POLICY IMPLICATIONS

This proposal supports current Council policy.

ADMINISTRATIVE POLICY IMPLICATIONS

Consultant recommendations for increasing operational efficiency could lead to a number of considerations including administrative policy revisions.

COMMUNITY OUTREACH

None recommended.

BUDGET IMPLICATIONS

This one-time request 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.

YES	NO	
		Action falls within existing budget capacity.
		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
Administrative Services/Finance Manager



Marty Snell
Community Development Director

Primary Staff Contact: Marty Snell Ext. 4101

APPROVED: 
CLARK COUNTY, WASHINGTON
BOARD OF COUNTY COUNCILORS

DATE: 9-19-17

SR# 189-17



APPROVED: _____
Jim Rumpeltes, Interim County Manager

DATE: _____

BUDGET IMPACT ATTACHMENT

Part I: Narrative Explanation

I. A – This one-time request 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				

Decision Package Request Form

Requesting Dept/Office: Community Development/Permit Center

Request Type:

Package Number: COM-01-17RA

Short Description:

Limited to 50 characters for use in reports to County Council

Package Title: Consultant Evaluation of Permit Center

Contact info: **name:** Marty Snell

email: Martin.Snell@clark.wa.gov

phone: 4101

Justification: The last process efficiency evaluation of the County's Permit Center was in 2006. The County should invest in a new evaluation to ensure the Permit Center is providing responsible customer service while meeting statutory obligations.

Please complete the following for New Requests:

Liability/Risk/Safety Impacts:

The cost estimate for the study is \$100,000 (\$25,000 General Fund; \$75,000 Fund 1011). The risks associated with not funding this evaluation could be missed opportunities to improve land development and building permitting processes, customer service, Permit Center workload, and staff empowerment.

Positive Impact to Citizens:

A consultant evaluation should demonstrate to citizens that Clark County is making smart investments to provide efficient and helpful land use and building safety permitting services.

Efficiency Gains:

These will be determined in the evaluation and subsequent implementation of recommendations.

Workforce Engagement and Contributions:

The scope of the evaluation will include internal and external customer and worker engagement to help determine opportunities for improvement.

Impacts/Outcomes if not approved: It would not be possible for an internal evaluation to produce recommendations similar to what an outside 3rd party consultant could provide. Furthermore, County staff does not have the capacity to perform this task so it's unlikely that this evaluation would occur in the near future if not funded.

Package number	Fund	Prog	Dept	Basele	Obj	Categ	2017-18 EXP inc REV dec (DR)	2017-18 EXP dec REV inc (CR)	2019-20 EXP inc REV dec (DR)	2019-20 EXP dec REV inc (CR)	Type	Operating vs capital	Position	Notes
COM-01-17RA	1011	000	546	558600	419	000000	100,000				One-Time	Operating		budget for entire expense to be paid out of permit center
COM-01-17RA	0001	000	601	597011	551	000000	25,000				One-Time	Operating		transfer budget to reimburse planning and code fund for 25% of total expense
COM-01-17RA	1011	000	546	397001	000	000000		25,000			One-Time	Operating		budget revenue from GF as reimbursement of expense

Adrian Pats 09/11/2017

IF APPROVED, BUDGET REAMOP SUBMISSION REQUIRED,



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 proposer's 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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Consultant Evaluation of Permit Center Operations

The status report shall be directed to the county department project manager at the end of the contract, or annually, whichever 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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Consultant Evaluation of Permit Center Operations

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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Consultant Evaluation of Permit Center Operations

- *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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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.*

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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.

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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.