REQUEST FOR PROPOSALS FOR
TREASURY MANAGEMENT CONSULTING SERVICES
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Background
San Francisco is the fourth largest city in California and serves as a center for business, commerce and culture for the West Coast. The City and County of San Francisco (“CCSF”) established by Charter in 1850, is a legal subdivision of the State of California with the governmental powers of both a city and a county under California law. The CCSF’s powers are exercised through a Board of Supervisors serving as the legislative authority, and a Mayor and other independent elected officials serving as the executive authority.

The Office of the Treasurer & Tax Collector (“Treasurer-Tax Collector” or “TTX”) serves as the banker, tax collector, collection agent, and investment officer for the City and County of San Francisco. The Treasurer-Tax Collector manages all city funds in order to gain a market rate of return with low risk and high liquidity, including investing the CCSF’s portfolio of pooled funds. The Treasurer-Tax Collector works with all CCSF departments to ensure that funds are received, deposited, and reconciled as quickly and accurately as possible, so as to provide a market rate of return and investment returns for the people of San Francisco. The Treasurer-Tax Collector administers and monitors the deposit accounts and wire transactions of all CCSF agencies and contracts with banks for financial services. The Treasurer-Tax Collector also disburses payments on the CCSF’s General Obligation municipal bonds.

The Treasurer-Tax Collector seeks Proposers with a strong track record of success in Treasury Management Consulting to assist in the selection and establishment of a banking services contract.

Intent of this RFP
It is the intent of the Treasurer-Tax Collector to identify the most responsive and qualified Proposer(s) to negotiate a contract for Consultant Services to prepare and implement a Request for Proposals for Banking Services. Proposers are not guaranteed a contract. Contract period is anticipated to be June 13, 2011 to November 30, 2012 with the option to extend the contract for an additional year. Actual contract periods may vary, depending upon service and program needs at the CCSF’s sole, absolute discretion. Contractor selected must be available to commence work on or before June 13, 2011.

Schedule*
RFP Issued
Deadline for RFP questions
Answers to RFP questions posted online
Deadline for proposals
Contract award intent notification
Contract begins

*Each date subject to change. Check website for latest schedule.

CCSF-Proposer Communications
RFP Questions and Communications
In lieu of a pre-proposal conference and to ensure fair and equal access to information about this RFP, e-mail your questions to ttx.rfp@sfgov.org.

Questions must be in writing and received before 12 pm PT on 03-23-2011. No questions will be accepted after this time with the exception of CCSF vendor compliance or Human Rights Commission questions.

A summary of the questions and answers pertaining to this RFP will be posted on the City Treasurer’s Office website at http://www.sfgov.org/tax under “Contract Opportunities.”
**1. Introduction**

General terms used in this RFP. The “Proposer” refers to any entity submitting a proposal to this Request for Proposals (“RFP”). The “Contractor” refers to the Proposer awarded a contract for services under this RFP.

**1. Statement of Need and Intent**

What is the Treasurer-Tax Collector seeking? The City and County of San Francisco Treasurer-Tax Collector (“Treasurer-Tax Collector”) seeks proposals from Proposers with demonstrated experience in Treasury Management Consulting to develop and implement Requests for Proposals for Banking and/or Merchant Card Services. The Treasurer-Tax Collector’s current banking services relationship has been in place for over ten years. We are seeking a consultant with broad and deep knowledge of treasury management and merchant card services to advise on best practices in securing a banking and/or merchant card services contract. The successful Proposer will also be expected to assist in contract negotiation.

The Treasurer-Tax Collector ultimately needs to establish a banking relationship that takes advantage of the current products available in the marketplace at competitive rates and fees.

**1.2 Background**

The Office of the Treasurer & Tax Collector (“Treasurer-Tax Collector“,) serves as the banker, tax collector, collection agent, and investment officer for the City and County of San Francisco (“CCSF“.) The Treasurer-Tax Collector manages all city funds in order to gain the market rate of return with low risk and high liquidity, including investing CCSF’s portfolio of pooled funds. The Treasurer-Tax Collector works with all CCSF departments to ensure that funds are received, deposited, and reconciled as quickly and accurately as possible, so as to provide a market rate of return and investment returns for the people of San Francisco. The Department administers and monitors the deposit accounts and wire transactions of all CCSF agencies and contracts with banks and other vendors for financial services. The Treasurer-Tax Collector also disburses payments on CCSF’s General Obligation municipal bonds.

Charts and reports describing the Treasurer-Tax Collector and its relevant business have been appended for review by potential Proposers. The charts do not reflect all activities or accounts. Rather they serve to give an indication of the size and scope of banking activities that the City engages in. In addition, the City’s sample form of contract is attached as Appendix 7.
2. **Scope of Work and Qualifications**

This scope of work and qualifications is intended a general guide to the work the Treasurer-Tax Collector expects to be performed and is not a complete listing of all services and requirements that may be required or desired.

To minimize duplication of effort and to allow CCSF to coordinate data requests and data available for the services requested within this RFP as well as for previous and future projects, the selected Contractors' findings and data may be shared by the Treasurer-Tax Collector with other CCSF contracting agencies as deemed appropriate by the Treasurer-Tax Collector.

2.1 Scope of Work

Selected Contractor will work closely with the Treasurer-Tax Collector to assist in developing and implementing an RFP for Banking and/or Merchant Card Services, including, but not limited to:

- Reviewing current structure and organization of the CCSF and its operations
- Analyzing current bank account architecture in relation to the CCSF’s operations, existing banking services and products.
- Meeting with individual departments
- Defining a scope of work and resources needed for completing the RFP (IT, finance, accounting)
- Drafting the RFP
- Developing a scorecard and criteria for evaluating responses
- Organizing interviews of respondents
- Assisting with answering questions from respondents
- Negotiating contract terms, including the Scope of Work for banking and/or merchant card contracts

The scope of this engagement may include consulting on a Request for Proposals for Banking Services, a Request for Proposals for Merchant Card services, or both. The Treasurer-Tax Collector desires to complete the process for these services and be under contract by June 30, 2012.

2.2 Qualifications

2.2.1 Minimum Qualifications for Banking Services RFP Consulting:

1. Knowledge of banking products and services, operations and platforms offered by leading local, national, or global financial institutions
2. Expertise in treasury and depository agreements for local governments similar in complexity to San Francisco (agreements for banking, electronic funds transfer (wire, ACH), Remote Deposit, EDI, lockbox, trust and escrow agreements)
3. Knowledge of treasury services, including, but not limited to:
   a. Treasury reporting
   b. Controlled disbursements
   c. Account reconcilement and positive pay
   d. Rollup (ZBA) and depository plus accounts
e. Collateralization of public funds  
f. Compensating balances and earnings credit  
g. Bank regulatory and statutory requirements  
h. Bank security issues and fraud prevention  
i. Federal Reserve System processes  
j. Bank credit evaluation  

4. Knowledge and familiarity with third party software applications, vendors and pricing  
5. Knowledge of industry products and practices to address accounting, regulatory aspects of treasury and structural banking issues  
6. Understanding of HIPAA regulations and applicable banking services for healthcare institutions, as the Treasurer-Tax Collector works closely with local hospitals  
7. Project management experience  
8. Understanding of integration and interface of treasury cash management systems with accounting software, banking services and platforms  
9. Availability of tools for data analysis, RFP preparation and vendor evaluation  
10. Strong negotiation skills and history of successful contract negotiations  

2.2.2 Minimum Qualifications for Merchant Card Services RFP Consulting:  

1. Knowledge of products, services, operations and platforms offered by leading local, national, and global merchant card institutions  
2. Expertise in treasury and depository agreements for organizations similar in structure and size to the CCSF (agreements for merchant processing, credit and procurement card services)  
3. Knowledge and familiarity with third party software applications, vendors and pricing  
4. Knowledge of industry products and practices to address accounting, regulatory aspects of treasury and banking issues  
5. Understanding of the Health Insurance Portability and Accountability Act (HIPPA) regulations and applicable banking services for healthcare institutions, such as San Francisco General Hospital and Laguna Honda Hospital.  
6. Project management experience  
7. Understanding of integration and interface of treasury cash management systems with accounting software, banking services and platforms  
8. Availability of tools for data analysis, RFP preparation and vendor evaluation  
9. Strong negotiation skills and history of successful contract negotiations  
10. Knowledge of credit card industry and merchant processing. Understanding of interchange and discount fees. Ability to educate CCSF on reducing and/or maintaining both.  

2.2.3 Desired Qualifications For Both Engagements:  

1. The Treasurer-Tax Collector is currently working on a Treasury Workstation with Sungard as the vendor. As such, experience with and knowledge of SunGard AvantGard, LLC ICMS and its practices is desirable.  
2. Library of best practice information for use in comparison and benchmarking  
3. Availability of quality communication tools including secure extranets, conference capabilities that are deployed quickly and inexpensively
3. Proposal Submission Requirements

3.1 Time and Place for Submission of Proposals
Proposals must be received by 5:00 p.m., on April 18, 2011. Postmarks will not be considered in judging the timeliness of submissions. Proposals may be delivered in person to the Office of the Treasurer and Tax Collector, Taxpayer Assistance Section located at City Hall, Room 140, at #1 Dr. Carlton B. Goodlett Place in San Francisco, CA 94102 or mailed to:

Pauline Marx, Chief Assistant Treasurer
Office of the Treasurer & Tax Collector
RFP: Treasury Management Consulting Services
City Hall Room 140
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94120

Proposers shall submit one complete electronic copy and five (5) printed copies of the proposal in a sealed envelope clearly marked Treasury Management Consulting Services to the above location. The electronic copy may be emailed to ttx.rfp@sfgov.org. Proposals that are submitted by fax will not be accepted. Late submissions will not be considered.

3.2 Format
Complete, but concise proposals, are recommended for ease of review by the Evaluation Team. Proposals should provide a straightforward, concise description of the Proposer’s capabilities to satisfy the requirements of the RFP. Marketing and sales type information should be excluded. All parts, pages, figures, and tables should be numbered and clearly labeled. The proposal should clearly state if it is for Banking Services, Merchant Card Services, or both.

Each submitted proposal packet must include:

1. Original printed proposal (with original signatures) labeled as “Original”

For word processing documents, the department prefers that text be unjustified (i.e., with a ragged-right margin) and use a serif font (e.g., Times Roman, and not Arial), and that pages have margins of at least 1” on all sides (excluding headers and footers).

If your response is lengthy, please include a Table of Contents.

3.3 Content
Firms interested in responding to this RFP must submit the following information, in the order specified below:

3.3.1 Introduction and Executive Summary (up to 2 pages)
Submit a letter of introduction and executive summary of the proposal. The letter must be signed by a person authorized by your firm to obligate your firm to perform the commitments contained in the proposal. Submission of the letter will constitute a representation by your firm that your firm is willing and able to perform the commitments contained in the proposal. The introduction must state if the proposal is for Banking Services, Merchant Card Services, or both.

3.3.2 Project Approach (up to 10 pages)
Describe the services and activities that your firm proposes to provide to the City. Include the following information:
   1. Overall scope of work;
   2. Timeline and specific tasks;
   3. Schedule and ability to complete the project within the City’s required time frame; and
   4. Assignment of work within your firm’s work team.
   5. Availability to work on one or both of the scopes of work.

3.3.3 Qualifications (up to 6 pages)
Provide information on your background and qualifications which addresses the following:
1. Name, address, and telephone number of a contact person;
2. A brief description of your practice, as well as how any joint venture or association would be structured; and
3. A description of up to four projects similar in size and scope prepared by your firm including reference telephone numbers, staff members who worked on each project, budget, schedule and project summary. Descriptions should be limited to one page for each project. If joint consultants or sub consultants are proposed provide the above information for each.

3.3.4 Team Qualifications, if applicable (up to 2 pages)
Provide a list identifying:
1. each key person on the project team,
2. the project manager,
3. the role each will play in the project, and
4. a written assurance that the key individuals listed and identified will be performing the work and will not be substituted with other personnel or reassigned to another project without the City’s prior approval.

Provide a description of the experience and qualifications of the project team members, including brief resumes if necessary.

3.3.5 References (up to 1 pages)
Provide references for all team members, including the lead consultant, lead project manager, and all sub consultants, if applicable. Please include the name, address and telephone number of at least 2 but no more than 3 recent references.

3.3.6 Fee Proposal
The City intends to award this contract to the firm that it considers will provide the best overall program services. The City reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.
4. Evaluation Criteria

This section describes the guidelines used for analyzing and evaluating the proposals. It is the Treasurer-Tax Collector’s intent to select Proposer(s) for contract negotiations that will provide the best overall service package inclusive of fee considerations. Proposers selected for contract negotiations are not guaranteed a contract. This RFP does not in any way limit the Treasurer-Tax Collector’s right to solicit contracts for similar or identical services if, in the Treasurer-Tax Collector’s sole and absolute discretion, it determines the proposals are inadequate to satisfy its needs.

4.1 Evaluation Team

CCSF representatives will serve as the Evaluation Team responsible for evaluating Proposers. Specifically, the team will be responsible for the evaluation and rating of the proposals, for conducting reference checks, and for interviews, if desired by the Treasurer-Tax Collector.

4.2 Minimum Qualifications

Any proposal that does not demonstrate that the Proposer meets the minimum qualifications by the proposal deadline may be considered non-responsive and may not be evaluated or eligible for award of any subsequent contract(s).

4.3 Proposal Evaluation Criteria (100 points)

Each proposal will be evaluated in accordance with the criteria below.

A. Quality of Proposal (10 points)
   a. Conformance with and applicability of information to RFP requirements;
   b. Clarity of organization and exposition; and
   c. Overall quality of presentation including completeness and accuracy of information.

B. Qualifications (30 points)
   Does the proposal clearly and specifically demonstrate and/or include:
   a. Experience with treasury management consulting exceeding the Minimum Qualifications?
   b. Experience performing treasury management consulting projects for similar entities, both in size and scope of services?
   c. Quality, comparability, and applicability of recently completed projects including scope, level of effort, costs, timelines, deliverables and outcomes?
   d. Proposed staff’s direct experience providing treasury management consulting?

C. Approach and Methodology (30 points)

   Does the proposal include sufficient details to demonstrate the Proposer’s:
   a. Understanding of the project, the tasks to be performed and the deliverables and outcomes desired by the Treasurer-Tax Collector?
   b. Clarity of staff roles and responsibilities
   c. Clarity of costs, work efforts, and timeframes for the services described in this RFP
d. Ability to effectively use project management, analytical, interpersonal, oral, written and presentation skills to successfully complete the project and communicate effectively with people of diverse backgrounds, abilities and expectations

e. Ability to demonstrate time and resource commitment for this project or to work on several projects with several clients effectively and transparently

D. Proposed Fees (30 points)

4.4 Contractor Selection Processes

Selection Interviews
Following the Proposal Evaluation process, up to three of the highest scoring Proposers may be invited to interviews with the Evaluation Team. Interviews, if pursued by the Treasurer-Tax Collector, will consist of standard questions asked of selected Proposers, and specific questions regarding individual proposals. Interviews will be worth 100 points. Points awarded for interviews will be separate from the points awarded during the Proposal Evaluation process. The lead staff members that will be assigned to the project should be present for the interview.

The Treasurer-Tax Collector has sole and absolute discretion over whether interviews will be conducted or not to select Proposers for contract negotiations.

Reference Checks
Reference checks may be used to determine the applicability of Proposer experience to the services the Treasurer-Tax Collector is requesting, and the quality of services and staffing, including adherence to schedules/budgets and Proposer’s problem-solving, project management, and communication abilities, as well as effectiveness of performance, deliverables and outcomes. Proposers are required to sign a release to facilitate reference checks.

Other Terms and Conditions
The selection of any Proposer for contract negotiations shall not imply acceptance by the Treasurer-Tax Collector or CCSF of all terms of the proposal, which may be subject to further negotiation and approvals before the Treasurer-Tax Collector or CCSF may be legally bound thereby.

The Treasurer-Tax Collector will select the most qualified and responsive Proposer with whom the Treasurer-Tax Collector staff will commence contract negotiations. If a satisfactory contract cannot be negotiated in a reasonable time with the selected Proposer, then the Treasurer-Tax Collector, in its sole discretion, may terminate negotiations and begin contract negotiations with the next highest scoring Proposers it deems qualified. The Treasurer-Tax Collector, in its sole discretion, has the right to approve or disapprove any staff person assigned to its projects before and throughout the contract term. The Treasurer-Tax Collector reserves the right at any time to approve, disapprove, or modify proposed project plans, timelines and deliverables.
5. Protest Procedures

5.1 Protest of Non-Responsiveness Determination

Within five (5) working days of the Treasurer-Tax Collector's issuance of a notice of non-responsiveness, any Proposer that has submitted a proposal and believes that the Treasurer-Tax Collector has incorrectly determined that its proposal is non-responsive may submit a written notice of protest by mail or e-mail (fax is not acceptable). Such notice of protest must be received by the Treasurer-Tax Collector on or before the fifth (5th) working day following the Treasurer-Tax Collector's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the Treasurer-Tax Collector to determine the validity of the protest.

5.2 Protest of Contract Award

Within five (5) working days of the Treasurer-Tax Collector's issuance of a notice of intent to award a contract under this RFP, any Proposer that has submitted a responsive proposal and believes that the Treasurer-Tax Collector has incorrectly selected another Proposer for award may submit a written notice of protest by mail or e-mail (fax is not acceptable). Such notice of protest must be received by the Treasurer-Tax Collector on or before the fifth (5th) working day after the Treasurer-Tax Collector's issuance of the notice of intent to award a contract.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the Treasurer-Tax Collector to determine the validity of the protest.

5.3 Delivery of Protests

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the Treasurer-Tax Collector received the protest. Protests or notice of protests made orally (e.g., by telephone) or by fax will not be considered. Protests must be delivered to:

Greg Kato  
Office of the Treasurer-Tax Collector  
ATTN: Treasury RFP  
City Hall Room 140  
1 Dr. Carlton B. Goodlett Pl  
San Francisco, CA 94102
6. Attachments

1. The City and County of San Francisco Office of the Treasurer Tax Collector Efficiency Plan
2. Payment Activity by Department
3. Banking Services by Department
4. City Bank Accounts Structure
5. Depository Accounts
6. Disbursing Accounts
7. Sample form of Contract P-500