

City and County of San Francisco

Request for Proposals for

Banking Services



Date issued:	January 20, 2021
Submission of Questions	February 10, 2021
Proposal due:	4:00 pm PST March 24, 2021

Request for Proposals for Banking Services

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**Request for Proposals for
Banking Services**

I. Introduction and Schedule

A. General

The intent of this RFP is to broadly consider the City and County of San Francisco's (CCSF) use of banking services and to identify future banking partners.

CCSF intends to select one or more firms to provide the required services. To facilitate the evaluation of proposals responses, banking services have been divided into six (6) Modules as listed below. Firms may propose to provide *one or more* of these services. It is possible that awards to multiple firms will be made, but it is the intention of CCSF to select only one (1) firm for each Module.

Module 1: Primary Depository & Disbursement Bank

Module 2: Secondary Disbursement Bank

Module 3: High Volume Coin & Currency Bank

Module 4: Specialized Reporting Bank

Module 5: Electronic Payables

Module 6: Payroll Cards & Prepaid Debit Cards

The contract shall have an original term of 5 years. In addition, the City shall have two options to extend the term for additional periods of 3 and 2 years respectively which the City may exercise in its sole, absolute discretion. The contract term, inclusive of any exercised extensions, will not exceed 10 years.

B. Schedule

The anticipated schedule for selecting a consultant is:

<u>Proposal Phase</u>	<u>Date</u>
RFP is issued by the City	January 20, 2021
Deadline for submission of written questions or requests for clarification	February 10, 2021
Answers to submitted written questions or requests for clarification	February 19, 2021
Proposals due	March 24, 2021
Oral interview with firms selected for further consideration	Week of May 17 or May 24, 2021

C. Contractors Unable to do Business with the City

1. Generally

Contractors that do not comply with laws set forth in San Francisco's Municipal Codes may be unable to enter into a contract with the City. Some of the laws are included in this RFP, or in the sample terms and conditions attached.

II. Background Information

A. City and County of San Francisco

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 (the “City” or “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 City’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. Key public services provided by the City include public safety and protection, public transportation, water and sewer, parks and recreation, public health, social services and land-use and planning regulation. The heads of most of these departments are appointed by the Mayor and advised by commissions and boards appointed by City elected officials.

Elected officials include the Mayor, Members of the Board of Supervisors, Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Superior Court Judges, and Treasurer. Since November 2000, the eleven-member Board of Supervisors has been elected through district elections. The eleven district elections are staggered for five and six seats at a time and held in even-numbered years. Board members serve four-year terms and vacancies are filled by Mayoral appointment.

At the center of CCSF’s banking operations is the Office of the Treasurer & Tax Collector (“TTX”). TTX serves as the banker, tax collector, collection agent, and investment officer for the government of San Francisco.

CCSF is structured in 61 distinct departments. A listing of all the departments can be found on CCSF’s website at <https://sf.gov/departments>. The banking needs of the various departments vary considerably. TTX works closely with all of these departments to determine their banking needs and coordinate with CCSF’s banking partners to deliver the necessary services. TTX is the primary fiduciary and contractor for bank and non-bank financial services agreements. TTX establishes and publishes Citywide banking, cash management and payment processes, and TTX will be the Contractor’s primary point of contact during the term of the agreement (“Agreement”) resulting from this RFP.

CCSF maintains two banking relationships to meet the needs of its departments. CCSF’s core banking relationship is with Bank of America. There are 157 bank accounts maintained at Bank of America under CCSF’s tax identification number. In addition, there are several affiliated entities that piggy-back off CCSF’s banking contract (see Group C). These include the San Francisco Housing Authority, Spark San Francisco Public Schools, San Francisco County Transportation Authority, San Francisco Unified School District. These entities currently have 32 additional accounts.

The second banking relationship is with U.S. Bank. U.S. Bank maintains several bank accounts including payroll. U.S. Bank is also the provider of payroll cards and prepaid cards.

The scope of this RFP covers these two relationships. In order to address the specialized needs of certain departments, services have been divided into different 6 Modules. Firms may propose to provide *one or more* of these modules. It is possible that awards to multiple firms will be made, but it is the intention of CCSF to select only one (1) firm for each Module.

Through this RFP CCSF is seeking to leverage its Enterprise Resource Planning (ERP) system, Peoplesoft, to automate processes and find efficiencies where possible. CCSF is using PeopleSoft Financials & Supply Chain Management (FSCM) Image 35 and PeopleTools 8.58.06. The most recent upgrade occurred in November 2020.

COVID-19 Impact: COVID-19 has had a significant impact on physical banking activity. The volumes cited in the Scope of Work reflect *average monthly activity* for the first 8 months of the fiscal year (July 2019 – February 2020). The Appendix includes average monthly activity for the full 12 months of the fiscal year (July 2019 – June 2020). **Projected costs for services will be based on the average monthly activity for the first 8 months of the fiscal year.** These volumes have been cited in the Scope of Work.

B. Department Overview

Departments have been categorized by the complexity of their banking requirements into 4 Groups as detailed below.

CCSF’s departments can be grouped into 4 categories:

- Primary Departments Departments that represent the majority of banking activity.

- Group A Departments that have a separate DDA for depository activity and limited disbursement activity. These departments are responsible for reconciling their own bank accounts.

- Group B Departments that have limited bank activity. Some departments don’t have their own finance team. A centralized account maintained and reconciled by TTX is used.

- Group C These are City affiliates that operate under separate tax identification numbers that piggy-back off CCSF’s banking contract and maintain bank structures as required by certain regulations.

Primary Departments	
Airport	Public Utilities
Controller's Office	Retirement
Department of Health	Treasurer & Tax Collector
Human Services Agency	Municipal Transportation Agency
Group A Departments	
SF ARTS Commission	Mayor’s Office on Disability
Assessor's Office	Medical Examiner
Board of Supervisors	Reproduction
District Attorney	Treasure Island
Department of Building Inspection	Real Estate
Department of Public Works	Homelessness
Fire	Health Service System

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Animal Care & Control Central Shops / Purchasing City Administrator City Hall Events Convention Facilities Mgmt. County Clerk Entertainment Commission Grants for the Arts	Library Office of the Mayor Office of the Mayor - Film Police SF Port Rec & Parks Sheriff
Group B Departments	
Asian Art Museum Adult Probation Board of Appeals City Attorney Children & Families Commission Children, Youth & Their Families City Planning Civil Service Commission Child Support Services Human Resources Police Accountability Emergency Communications	Economic and Workforce Development Environment Ethics Commission Human Rights Commission Juvenile Probation Public Defender Elections Rent Board Technology War Memorial Status of Women
Group C Departments	
Superior Courts Office of Community Investment and Infrastructure San Francisco County Transportation Authority	SF Unified School District Spark SF Public Schools SF Housing Authority

C. Departments Included by Module

Included below is a table outlining how each Module will be utilized by the various departments initially. Departments may utilize additional services from other modules as their needs evolve.

Module	Departments Utilizing Included Services
Module 1 - Primary Collection and Disbursement Bank	TTX and most other departments

Module 2 - Secondary Disbursement Bank	TTX and the Controller’s Office
Module 3 - High Volume Coin and Currency Bank	TTX and the Municipal Transportation Agency
Module 4 - Specialized Reporting Bank	TTX and the Public Utilities Commission
Module 5 - Electronic Payables	TTX and the Controller’s Office
Module 6 - Pre-Paid Cards	TTX, the Controller’s Office and Human Services Agency

D. Descriptions of Key Departments

A detailed overview of the 8 departments that heavily use banking services is provided below.

1. Office of the Treasurer and Tax Collector (TTX)

The Office of the Treasurer & Tax Collector (“TTX”) serves as the banker, tax collector, collection agent, and investment officer for the government of San Francisco. Its mission is to:

- Facilitate voluntary compliance with the tax laws of the City and County of San Francisco by simplifying all processes and procedures and by providing efficient customer service.
- Collect all taxes and fees due and owing to the City.
- Conserve all City funds, prudently investing the monies to achieve low risk, high liquidity and market yield.
- Promote social responsibility with paperless eco-friendly solutions for the shared environment and advocate financial empowerment and justice for our community.

The Office of the Treasurer & Tax Collector serves three basic functions for the residents of the City and County of San Francisco:

- (1) The collection of taxes and other revenue. TTX collects and deposits taxes and other obligations paid to the City, including business taxes, property taxes, and fees for various business licenses and permits that are required by the Municipal Code. Tax Collection units collect over \$2 billion annually. Additionally, TTX investigates and collects unreported and delinquent tax obligations.
- (2) The conservation and oversight of monies before disbursement. The Treasurer manages all city funds in order to gain the maximum return with low risk and high liquidity, including investing the City’s portfolio of pooled funds. The Treasurer works with all City departments to ensure that funds are received, deposited, and reconciled as quickly and accurately as possible. Additionally,

- (3) TTX also houses the Office of Financial Empowerment (OFE) and the Financial Justice Project. OFE is a unique private-public partnership that convenes, innovates and advocates to strengthen the economic security and mobility of all San Franciscans. For more than a decade, under the leadership of Treasurer José Cisneros, the OFE has engaged partners inside and outside City Hall to equip San Franciscans with knowledge, skills and resources to strengthen their financial health and well-being. The Financial Justice Project is the nation's first effort embedded in government to assess and reform fines, fees, and financial penalties that disproportionately impact struggling residents. The Financial Justice Project has two main goals: (1) to listen to community members to identify fine and fee pain points and (2) to identify and implement doable solutions for government and the courts.

2. Controller's Office

The Controller's Office is responsible for governance and conduct of key aspects of the City's financial operations, including operating the City's financial systems and issuing its financial procedures, maintaining the City's internal control environment, processing payroll for City employees, issuing majority of the City's vendor payments, overseeing the suppliers database, managing the City's bonds and debt portfolio, and processing and monitoring the City's budget. The department audits and produces regular reports on the City's financial and economic condition and the operations and performance of City government.

3. San Francisco Municipal Transportation Agency (SFMTA)

SFMTA is responsible for the management of all ground transportation in the city, including the Department of Parking and Traffic, Municipal Railway (Muni), and the Taxi Commission.

SFMTA operates the Municipal Railway (Muni), the eighth largest transit agency in the United States, while also managing a street system where buses, cars, trucks, taxis, bicycles, pedestrians and new emerging mobility services; such as scooters, shared bicycles, electric mopeds, commuter shuttles and more; are all competing for limited space.

SFMTA operates a high-volume cash and currency business and is a significant user of banking services.

4. Public Utilities Commission -- San Francisco Water – Power – Sewer

SFPUC provides retail drinking water and wastewater services to San Francisco, wholesale water to three Bay Area counties, and green hydroelectric and solar power to San Francisco's municipal departments. The SFPUC manages a complex water supply system consisting of reservoirs, tunnels, pipelines and treatment facilities and is the third largest municipal utility agency in California. Its mission is to provide residential and business customers with high quality, efficient and reliable water, power and sewer services in a manner that is inclusive of environmental and community interests.

SFPUC's Power Enterprise Division supplies power to many city facilities including Muni, San Francisco International Airport as well as the Modesto and Turlock Irrigation districts. It also administers and operates CleanPowerSF, a Community Choice Aggregation program within the guidelines of California State law.

5. Airport

San Francisco International Airport, often referred to by its IATA airport code SFO, is an enterprise department of the CCSF and strives to be a department that is safe and secure in everything it does, delivers quality guest experience, be on the leading edge for airport environmental and social sustainability initiatives, all while operating a successful and efficient business.

With nearly 58 million guests travelling through the Airport each year, SFO is the largest airport in the San Francisco Bay Area and the second busiest in California, after LAX. In 2017, it was the seventh-busiest airport in the United States and the 24th-busiest in the world by passenger count. It is the fifth-largest hub for United Airlines and functions as United's primary transpacific gateway and major maintenance hub.

6. Department of Public Health (DPH)

DPH operates two Divisions: (i) the San Francisco Health Network ("SFHN") and (ii) Population Health Division. SFHN is a community of top-rated clinics, hospitals and programs that serves more than 100,000 people annually at sites such as Zuckerberg San Francisco General and Laguna Honda Hospital. The Population Health Division's is dedicated to core public health services: health protection and promotion, disease and injury prevention, disaster preparedness and response and environmental health services.

7. Human Services Agency (HSA)

HSA serves almost 100,000 San Franciscans each year. The people served by HSA are those who suffer hardship or who have been unable to participate fully in the social and economic life of the community.

8. San Francisco Employees' Retirement System (SFERS)

SFERS is committed to serving the retirement needs of its 74,000 active, vested and retired employees of the City and County of San Francisco and their survivors. SFERS administers two employee benefit programs for eligible City and County employees: (i) City and County of San Francisco Employees' Retirement System pension plan, a defined benefit plan and (ii) the San Francisco Deferred Compensation Plan, an IRS 457(b) deferred compensation plan.

III. Submission Requirements

A. Time and Place for Submission of Proposals

Both hard copies and electronic copies of the proposals, as described below, must be received by 4:00 pm PST on **March 24, 2021**. Postmarks will not be considered in judging the timeliness of submissions.

Late submissions will not be considered.

Hard Copy

Firms shall submit twenty (20) physical paper copies along with an electronic copy on a USB flash drive delivered to the following address:

**City and County of San Francisco
Treasurer & Tax Collector
Attn: Banking Unit Team
City Hall, Room 140
1 Dr. Carlton B. Goodlett Place
San Francisco, California 94102-4685**

Electronic (Email Copy)

An electronic copy saved as a searchable PDF, along with Excel files where applicable, should be emailed to:

ttx.rfp@sfgov.org

B. Format

Hard Copy

Each proposal shall be prepared simply and economically avoiding the use of elaborate promotional materials beyond what is sufficient to provide a complete, accurate, and reliable presentation. **There is a maximum desired page limit indicated at the beginning of each Form.** The RFP has been structured to avoid the need for respondents to provide appendices. Respondents should only include appendices that are specifically requested in the RFP. Unsolicited appendices will be disregarded.

Place proposals in three-ring binders for the review panel. Please use three-hole recycled paper, print double-sided to the maximum extent practical, use recycled paper that is comprised of minimum of 30% post-consumer materials, and bind the proposal in a three-ring binder. Please do not bind your proposal with a spiral binding, glued binding, or anything similar. You may use tabs or other separators within the document.

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).

Please include a Table of Contents.

Electronic

Electronic copies should be searchable PDF or Word documents saved to a USB flash drive. Please do not submit a scanned version of the physical response.

IV. Required Forms

The RFP has been structured to solicit responses for all 6 Modules. Proposing teams need only to complete the forms related to their respective Modules. Please use the grid below to make sure your response includes answers to all of the applicable forms for the Module or Modules you are proposing to provide.

	Module 1 Primary Collection and Disbursement Bank	Module 2 Secondary Disbursement Bank	Module 3 High Volume Coin and Currency Bank	Module 4 Specialized Reporting Bank	Module 5 Electronic Payables	Module 6 Pre-Paid Cards
Form A: Cover Letter	X	X	X	X	X	X
Form B: Minimum Qualifications	X	X	X	X	X	X
Form C: Qualifications, Experience, and Control	X	X	X	X	X	X
Form D: Social Responsibility	X	X	X	X	X	X
Form E: Services Applicable for Modules 1, 2, 3 and 4	X	X	X	X		
Form F: Module 1 Primary Collection and Disbursement Bank	X					
Form G: Module 2 Secondary Disbursement Bank		X				
Form H: Module 3 High Volume Coin and Currency Bank			X			
Form I: Module 4 Specialized Reporting Bank				X		
Form J: Module 5 Electronic Payables					X	
Form K: Module 6 Pre-Paid Cards						X

Form A: Cover Letter

(All firms must respond to this section)

Firms are required to submit a cover letter signed by an authorized officer listing the Modules which the Firm is submitting a proposal.

The individuals designated by the Firms who execute the cover letter to the proposal, or any other associated documents, must be authorized signatories with the full and requisite authority to represent their firm and to enter into a binding agreement with CCSF.

Form B: Minimum Qualifications

For a firm’s proposal to be considered responsive, the following minimum requirements must be met. Details requiring the stated minimum requirements can be found on the respective Forms. Respond below to indicate the firm’s ability to meet these requirements.

Social Responsibility

Minimum Requirement for Qualification	Response
1. Does the firm offer payday loans that do not evaluate ability to repay and have an all-in interest rate above 36% APR?	<input type="checkbox"/> Yes <input type="checkbox"/> No *
2. Does the firm offer deposit advance products with an all-in interest rate above 36% APR?	<input type="checkbox"/> Yes <input type="checkbox"/> No *
3. Does the firm offer merchant cash advance products above 36% APR?	<input type="checkbox"/> Yes <input type="checkbox"/> No *
4. Does the Firm have a current "Satisfactory" or higher overall CRA rating nationally?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Does the Firm have a current "Satisfactory" or higher overall CRA rating in the state of California?	<input type="checkbox"/> Yes <input type="checkbox"/> No

* A “no” response is a minimum qualification requirement.

Module 1 - Primary Depository & Disbursement Bank

Minimum Requirement for Qualification	Response
1. Does the firm maintain a deposit-taking branch in the City of San Francisco?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Does the firm offer Zero Balance Accounts for cash consolidation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Does the firm have the ability to process ICL files generated and transmitted by CCSF?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Does the Firm offer Deposit Reconciliation services?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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5. Does the firm provide positive pay services for disbursed checks?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Will the firm establish an ACH daily exposure limit of no less than \$400 million for CCSF?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Will the firm collateralize at least \$200 million in uninsured collected balances in accordance with California Government Code?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8. Will the firm provide an overdraft facility of at least \$100 million?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Will the firm send BAI formatted files to meet the specified requirements of all 5 BAI file types detailed in the Background Information to enable automatic reconciliation of bank deposits on the ERP system?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Module 2 - Secondary Disbursement Bank

Minimum Requirement for Qualification	Response
1. Is the firm able to accept and process a NACHA file to initiate direct deposit of payroll to CCSF employee accounts?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Will the firm establish an ACH daily exposure limit of no less than \$100 million for CCSF?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Will the firm collateralize at least \$150 million in uninsured collected balances in accordance with California Government Code?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Module 3 - High Volume Coin & Currency Bank

Minimum Requirement for Qualification	Response
1. Is the firm able to accept and process deposits of coin and currency from all major armored car providers (Brinks, Garda, Loomis)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Does the firm have established transmission and communication protocols to accept deposits from smart safes installed by all major armored car providers?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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3. Will the firm collateralize at least \$25 million in uninsured collected balances in accordance with California Government Code?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Module 4 - Specialized Reporting Bank

Minimum Requirement for Qualification	Response
1. Is the firm able to transmit customer account and payment amount details to CCSF/Calpine Energy Solution, LLC?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Does the firm offer an eLockbox service to consolidate consumer bill payments electronically?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Will the firm collateralize at least \$50 million in uninsured collected balances in accordance with California Government Code?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Module 5 - Electronic Payables

Minimum Requirement for Qualification	Response
1. Is the firm able to collect and maintain payment instructions for CCSF's vendors to facilitate EFT payments without requiring CCSF to store banking instructions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Is the firm willing to offer a 'no cost' option for ACH payments made to CCSF vendors? A 'no cost' option refers to no direct material fees charged or received by your firm to the vendor.	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Is the firm willing to offer support to onboard CCSF vendors to the electronic payables platform?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Module 6: Payroll Cards & Prepaid Debit Cards

Minimum Requirement for Qualification	Response
1. Is the firm able to provide reloadable and non-reloadable pre-paid card solutions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Does the firm offer a pre-paid card solution for the disbursement of payroll funds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Does the firm’s payroll card allow employees to access 100% of their pay?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Does the firm offer a network of locations with the ability to use or withdrawal funds “fee-free” for the Payroll Card Program?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Form C: Qualifications, Experience, and Control

(All firms must respond to this section. Please limit your answers to Form C to no more than 10 pages.)

1. Provide a general overview and brief history of your organization, including parent and/or subsidiary companies and number of employees.
2. Describe the experience of the firm in providing similar services for municipal entities.
3. Complete the following table with current credit ratings by Standard & Poor’s Rating Services and Moody’s Investor Services. If the firm is not rated by these rating organizations, provide other evidence of the firm’s financial strength.

	Standard & Poor’s Rating	Moody’s Investor Services
Firm / Bank		
Short-Term Unsecured Senior Debt		
Long-Term Unsecured Senior Debt		
Bank Holding Company		
Short-Term Unsecured Senior Debt		
Long-Term Unsecured Senior Debt		

4. Discuss the firm’s current capital structure, adequacy, and coverage.
5. Provide the following statistics for the firm and the regulatory minimum requirement for the last reporting period:

	Firm’s Results	Regulatory Minimum Requirement
Total Risk Based Capital Ratio		
Tier 1 Risk Based Capital Ratio		
Tier 1 Leverage Capital Ratio		

6. Include a link to or an *electronic copy* of the most recent audited annual financial statements. **DO NOT INCLUDE A COPY IN THE PHYSICAL COPIES.**
7. Provide a brief summary (maximum of 5 pages) of the firm's capabilities on how you will partner with CCSF in a strategic, innovative and forward-thinking manner and opportunities including but not limited to leveraging CCSF’s ERP System, Peoplesoft.

8. Control

- a. Discuss the firm's security environment related to cybersecurity. Specifically describe the cyber risks to which the proposed services may be exposed and explain your approach and response to protection against these risks. Describe the encryption capabilities that are supported by the firm for the transmission of data between the firm and CCSF.
- b. Describe the process and procedures for providing notification of technology changes, such as file content/structure, and new/modified data availability reporting changes to CCSF.
- c. List the types and amounts of insurance and bonding carried. Provide copies of the insurance certificates.
- d. Include a copy of the firm's most recent reports issued in accordance with the Statement on Standards for Attestation Engagements (SSAE) No. 18 for any processes or systems relevant to the services proposed by the firm, under this RFP.

9. Pricing

- a. Are there any additional price breaks or incentives if more than one Module is awarded to your firm?
- b. Group C Departments (San Francisco Housing Authority, Spark San Francisco Public Schools, San Francisco County Transportation Authority, San Francisco Unified School District)
 - i. Are you willing to allow City affiliates that operate under separate tax identification numbers to "piggy-back" off CCSF's banking contract and pricing?
 - ii. Will separate contracts with each of these affiliates be required (*Note: this is not CCSF's preference*)?

Form D: Social Responsibility

(All firms must respond to this section. Please limit your answers to Form D to no more than 20 pages.)

A. SOCIALLY RESPONSIBLE BANKING & PAYMENT SERVICES

In addition to identifying financial institutions with the proven financial strength and ability to provide sound banking services to the City and County of San Francisco as a client, the City and County is striving to partner with an institution that has a commitment and dedication to the communities we serve. The Office has a responsibility to ensure that public funds are secured with a fiscally sound and healthy institution, as well as with one that is committed to community reinvestment and socially responsible banking practices.

Respondents to this RFP are required to articulate how their respective institutions have encouraged equitable economic opportunities for local businesses and citizens, especially low-income communities and communities of color, by providing a narrative that demonstrates the Respondent's efforts to incorporate social responsibility and provide the information below.

B. REQUESTED INFORMATION

1. CRA Rating

Provide a statement indicating the CRA rating and performance evaluation published by the respective Federal financial supervisory agency, including overall CRA rating as well as CRA rating for primary rating area that encompasses the City and County of San Francisco.

2. Socially Responsible Banking Data

Complete the table "Socially Responsible Banking Data" (Appendix C). Provide this completed table as a digital excel file.

3. COVID-19 and Crisis Response

As COVID-19 continues to ravage the health and economic security of millions of Americans, it is critically important to evaluate the relief efforts offered by financial institutions. The San Francisco Office of Financial Empowerment recently released a report in collaboration with the California Reinvestment Coalition, "[Pre-Existing Conditions: Assessing the Financial Services Response to Racism, Inequality, and COVID-19](#)," which highlighted issues with customers accessing relief and provided recommendations to banks, credit unions, and policymakers. Provide information and data that describes how Respondent has provided relief to bank customers:

- a. Access to relief: provide information that describes accessibility of banking relief, including how banking relief is being communicated (websites, email, mail, other communications) and how customers access relief (process and requirements).
- b. Retail banking relief: provide an overview of relief that is available to retail depository customers, including suspending/waiving/reimbursing fees; stopping negative credit reporting; offering free check cashing; and maintaining or improving online and branch access.

- c. Borrower protections: provide an overview of relief available to borrowers, including suspending or deferring loan repayment (home, small business, credit card, auto loan); providing mortgage forbearance and halting foreclosure, eviction, and repossession activities; ending high-cost consumer lending and providing affordable and responsible small dollar credit.
- d. Community reinvestment: provide an overview of crisis relief delivered via community reinvestment initiatives and funding, including investments, loans, and grants that support affordable housing stability and BIPOC individuals, business owners, and communities.

4. Subprime Lending, Fringe Financial Services, and Use of Sales Incentives.

The Treasurer's Office seeks to identify and evaluate subprime financial products and services offered by Respondent, either directly or indirectly.

- a. Subprime Lending and Fringe Financial Services: Does respondent issue high-cost, subprime loans directly? Does respondent have ownership or investments in, or make referrals to, entities that offer high-cost, subprime lending products? Describe all relevant subprime and fringe financial products, and include the following in your response:
 - i. Direct issuance of, as well as ownership or investments in, high-cost subprime small business credit products, such as loans or merchant cash advances?
 - ii. Direct issuance of, as well as ownership or investments in, high-cost subprime consumer loan products or fringe financial services, such as payday loans, installment loans above 36% APR, or check cashing services/outlets?
 - iii. Does Respondent facilitate so-called "rent-a-bank" loans, whereby banks buy loans or otherwise partner with non-bank lenders in a way that allows the importation of out-of-state interest rates higher than allowable by California law?
- b. Overdraft
 - i. Provide your institution's overdraft policies, including:
 - 1. Identify and describe fees charged for overdraft and non-sufficient funds (NSF) fees.
 - 2. Identify and describe of any extended overdraft fees.
 - 3. Describe how your institution processes customer transactions and whether your institution reorders transactions or processes them chronologically.
 - 4. Describe how overdraft programs and fees are explained to depository customers, including examples of relevant marketing and opt-out materials.
 - ii. How many depository customers (number and percentage) have opted out of overdraft?
 - iii. Provide total 2019 revenue from overdraft and NSF.

- iv. Describe practices and procedures in place to help customers experiencing large numbers of overdraft and/or NSF fees and penalties transition to a more advantageous (i.e. overdraft-free) account.
- c. Sales Incentives and Compensation Practices
 - i. Describe Respondent's incentive compensation practices and policies. Include information about how employees are incentivized through sale or referral of mortgage loans and home equity lines of credit, small business loans or other products, personal loans or lines of credit, and depository banking products.

5. Corporate Citizenship

Through this RFP, the Treasurer's Office is not only looking for a financial institution with which to partner to provide quality treasury solutions to meet the City's banking needs, but also for a partner institution that has a demonstrated record of commitment toward good corporate citizenship. The City's goal is to identify a business partner which seeks to make a positive impact on society through its activities and is committed to improving neighborhoods. The Treasurer's Office will also utilize Environmental, Social, and Governance (ESG) data from third-party sources in evaluating corporate citizenship.

- a. Enforcement Actions and Legal Issues
 - i. Pending Enforcement Actions: To the extent permitted by law, respondents must provide a statement disclosing any pending investigation and enforcement action undertaken by federal, state or local agencies against the Respondent. Furthermore, during the period of submission and review of the responses to this RFP, Respondents are required to disclose to the City any public enforcement action undertaken by any federal or state agency against the Respondent within ten (10) days after an action is taken or a fine is imposed.
 - ii. Recent Enforcement Actions: To the extent permitted by law, respondents must provide a statement disclosing any enforcement action undertaken by federal, state or local agencies against the Respondent in the past five (5) years.
 - iii. Recent Fines or Penalties: To the extent permitted by law, respondents must provide a statement disclosing any fines or penalties assessed by federal, state or local agencies against the Respondent in the past five (5) years.
 - iv. Employee Legal Issues: Disclose and explain any significant negative events involving Respondent's employees in recent history, including criminal charges, civil litigation, or administrative actions involving allegations of securities or banking law violations during the past five years. Provide comment on the resolution and/or status of the actions.
- b. Environmental Justice: The City and County of San Francisco seeks to reduce or eliminate the disproportionate impact of environmental hazards on people of color. Environmental justice is a response to environmental racism, which refers to the institutional rules, regulations, policies or government and/or corporate decisions that deliberately target certain communities for locally undesirable land uses and lax

enforcement of zoning and environmental laws, resulting in communities being disproportionately exposed to toxic and hazardous waste based upon race.

- i. Provide information on loans or investments in polluting industries, including but not limited to coal, oil and gas, and hazardous waste facilities.
- ii. Identify any loans or investments in oil well permits or hazardous waste facilities located within ten miles of residential communities.
- iii. Identify and describe any loans or investments in pipeline projects that violate sovereign indigenous rights (for example, Dakota Access Pipeline or Keystone XL pipeline). San Francisco City and County Resolution No. 465-16, adopted by the Board of Supervisors in November 2016, describes the Board of Supervisors' support for the Standing Rock Sioux Tribe's opposition to the construction of the Dakota Access Pipeline.

6. Community Reinvestment

The Treasurer's Office seeks to understand how Respondent's financial products and services meet the needs of underserved San Francisco households, businesses, and communities. We will also evaluate Respondent's reinvestment activities that support goals of equitable economic development and economic opportunity for all San Franciscans. Those goals are promoted by prioritizing access to products and services as well as investments in low-income areas that help spark economic revitalization while preserving commercial affordability. The San Francisco Office of Financial Empowerment recently released a report, "Systemic Barriers to Banking the Unbanked," outlining significant and systemic barriers to financial access – and opportunities to remove these barriers and increase mainstream financial access.

a. Current Community Reinvestment Activities

i. Lending Initiatives Targeting Low-Income and BIPOC Communities

1. How does your lending portfolio provide:

- a. Flexible underwriting and affordable loan terms for low- and moderate-income home mortgage borrowers?
- b. Flexible underwriting and affordable loan terms for small businesses with under \$1M in annual revenue?
- c. Credit access to small businesses with less than \$500K in annual revenue,
- d. Credit access to black, indigenous, and people of color (BIPOC) – owned small businesses

2. Does Respondent have formal referral relationships with CDFIs, community development credit unions, or other nonprofit lenders that facilitate credit access for customers whose loan applications are denied? Describe these relationships and indicate the percentage of loan applications that are referred through these relationships.

- ii. Retail Banking Services: The Treasurer's Office will review the Respondent's record of delivering depository banking services in low- and moderate-income communities. Provide the following information to allow the Treasurer's Office to review your record of community banking services:
 - 1. Identify any efforts or business products designed for the following consumers: un-banked or under-banked; elderly; youth; low- and moderate-income; and BIPOC residents. Include in your response whether your institution offers a Bank On certified checking account, and all institutional efforts to promote Bank On certified accounts.
 - a. Provide your institution's policy for account screening using consumer credit rating agencies (i.e., ChexSystems, Early Warning Systems). Does your institution offer second chance checking accounts or similar products that provide accounts to customers with a Chex System history, other than in cases of actual, verified fraud?
 - b. Describe how consumers can resolve errors or negative banking history in order to open an account with your institution or otherwise clear their record.
 - c. Provide your institution's policy for acceptance of alternative IDs as a primary means of identification to open accounts. Include a comprehensive list of all accepted forms of primary identification.
 - d. Does your institution offer non-custodial accounts for youth under age 18? If so, please describe who is eligible and what identification is accepted to open these accounts.
 - 2. Describe how the institution provides notices for branch closures and provide a copy of the most recent branch closing policy.
 - 3. Describe the availability and effectiveness of alternative systems for delivering retail banking services to low-income communities and communities of color, such as Automated Teller Machines (ATM), mobile and online banking, loan production offices, and bank at work programs, especially for residents without nearby branch access.
 - 4. Describe how branch and other customer service staff are culturally competent, provide in-language support for non- or limited-proficiency English speakers, and are representative of San Francisco's population.
 - 5. Describe how Respondent provides written materials that meet the language needs of non- or limited-proficiency English speakers, including websites, product descriptions, terms and conditions, and contracts.
- iii. Community Reinvestment Activities
 - 1. Provide an overview of Respondent's community reinvestment efforts and activities. Highlight current initiatives and areas of focus and

provide examples that demonstrate commitment to community reinvestment activities and investments in San Francisco, especially community reinvestment activities that are targeted toward BIPOC individuals, business owners, and communities.

2. Provide an overview and examples of Respondent's efforts to provide investments or loans to CDFIs, minority- or women-owned financial institutions, and low-income credit unions serving San Francisco residents. Include relevant strategies/activities to meet local needs related to affordable housing, small business lending/technical assistance, and other financial inclusion goals.
 3. Describe any initiatives focused on investments and/or flexible credit vehicles for CDFIs with smaller asset size or less than ten-year track record.
 4. Provide an overview of Respondent's grantmaking to CDFIs. Highlight in your response grants and initiatives that primarily target underserved San Francisco individuals, small businesses, and communities, including grants to smaller or newer CDFIs.
 5. Describe financing policies and practices intended to mitigate the impact of displacement occurring in San Francisco communities.
 - a. Does Respondent underwrite for housing loans, including single and multi-family housing, based on current rents or future rents?
 - b. Identify investments in San Francisco affordable housing, including low-rate loan products that help nonprofit developers, community land trusts and other organizations to purchase multi-family buildings at risk of flipping or with expiring affordability contracts, as well as single-family REOs and other housing units that can provide affordable housing options.
- b. Community Reinvestment Plan It is the intent of the Treasurer's Office to require each entity contracted to provide banking services to submit a bi-annual Community Reinvestment Plan for lending, investing, philanthropy, and retail banking services to San Francisco communities. Institutions will work with the Treasurer's Office to develop these Plans, which will be made available to the public. Progress against goals set forth in the Community Reinvestment Plan will be reviewed annually. **Describe how Respondent will work with the City and County of San Francisco to develop and implement Community Reinvestment Plans that maintain or increase lending, investments, and banking services in San Francisco, while aligning community investments with local needs through a collaborative planning process.** Respondents do not need to answer each question separately, but should ensure that that responses include information on the following:
- i. Summary – Describe your institution's commitment to strengthening and increasing community reinvestment in San Francisco through this Community Reinvestment Plan. Indicate how your institution will work collaboratively with the Treasurer's Office and its partners to expand financial inclusion and

better meet the unique needs of low-income and BIPOC individuals and communities in San Francisco.

ii. Lending

1. Describe commitment and specific strategies to increase equitable access to small business, home, and consumer loans for residents in low- and moderate-income neighborhoods
2. Describe commitment and specific strategies to minimize loan delinquencies, defaults, foreclosures, and repossessions

iii. Investments

1. Describe commitment and specific strategies to increase and/or target community investments that benefit LMI neighborhoods and communities of color, including loans, grants, and investments for affordable housing, small business development, economic development, and community facilities.
2. Describe commitment and specific strategies to increase community investments in CDFIs that deliver responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream.

iv. Banking Services

1. Describe commitment and specific strategies to provide enhanced access to banking services by retaining and opening new bank branches and creating or improving alternative systems for delivering retail banking services (including online account opening and ATM locations) in LMI neighborhoods.
2. Describe commitment and specific strategies to facilitate youth banking access, especially by offering non-custodial bank accounts for youth under age 18.
3. Describe commitment and specific strategies to gain and maintain certification of safe and affordable bank accounts through the National Bank On Standards.
 - a. Describe commitment and specific strategies to promote Bank On certified accounts to LMI and BIPOC consumers in San Francisco.
4. Describe commitment and specific strategies to reduce barriers to banking, including adapting ID requirements and use of consumer account screening credit rating agencies (e.g., ChexSystems), as well as culturally competent customer service.
5. Describe commitment and specific strategies to develop and market affordable small-dollar consumer loans as well as affordable check

cashing and other transactional services (such as money orders and bill pay).

v. Targets/Benchmarks

1. Provide the most recently available ratio of qualifying community reinvestment dollars in San Francisco to total bank deposits in San Francisco.
2. Indicate if Respondent is willing to commit to meeting or exceeding peer benchmarks for community reinvestment in San Francisco.
3. Indicate if Respondent is willing to commit to increasing total qualifying community reinvestments (\$) by 10-15% over two years.
 - a. Indicate if Respondent is willing to commit to increasing lending in LMI census tracts by 10-15% over two years.
 - b. Indicate if Respondent is willing to commit to increasing
4. Describe commitment and specific strategies to increase referral relationships and percentage of loan applications referred to affordable nonprofit lenders (including small business and mortgage loans).

Form E: Services Applicable for Modules 1, 2, 3, and 4

(Only firms proposing for Module 1, 2, 3, or 4 should respond to this section. Please limit your answers to Form E to no more than 60 pages.)

A. BACKGROUND INFORMATION

The scope of work included in Modules 1, 2, 3, and 4 all require, or may require in the future, a common set of banking services to be provided in addition to services that are unique to each respective Module. This form will allow responding firms to provide information that will be relevant to multiple Modules without having to answer the same set questions multiple times.

Across all of the modules, the following files are transmitted to/from CCSF’s banking partners.

DEPARTMENTS	RICEW	NAME	DAYS	FREQUENCY	STARTTIME	LAST RUN BY
AIR	AR-INT-002	AR Inbound Deposit Interface	Monday - Friday	Every 2 hour(s) from job start	08:00 AM	11:59 PM
ASR	AR-INT-002	AR Inbound Deposit Interface	Monday - Friday	Every 2 hour(s) from job start	08:00 AM	11:59 PM
BOA	AP-INT-012	AP Inbound Positive Pay ACK	Monday - Friday	Every 5 min(s) from job end	07:00 AM	09:00 PM
	AP-INT-013	AP Outbound Positive Pay	Monday - Sunday	Every 5 min(s) from job end	07:00 AM	09:00 PM
	AP-INT-023	AP Outbound Paymode BOA	Monday - Sunday	Every 5 min(s) from job end	01:00 AM	09:00 PM
	CM-INT-004	TR BOA (Bank Recon and Statement Accounting)	Monday - Saturday	Varies	05:00 AM	11:59 PM
	CM-INT-012	TR BOA Account Analysis	5th-10th Business Day of the Month	Varies	06:00 AM	11:45 PM
MTA	AR-INT-002	AR Inbound Deposit Interface	Monday - Friday	Every 2 hour(s) from job start	08:00 AM	11:59 PM
REPOGRAPHICS	AP-RPT-003	AP Supplier Check Advice/Payment Interface	Monday - Friday	Every 30 min(s) from job end	08:00 AM	08:00 PM
TTX	AR-INT-002	AR Inbound Deposit Interface	Monday - Friday	Every 2 hour(s) from job start	08:00 AM	11:59 PM
	AR-INT-005	AR Inbound APS2 Interface	Monday - Friday	Every 1 hour(s) from job start	01:00 AM	11:00 PM
	CM-INT-016	TR Inbound Cash Forecasting Interface	Monday - Sunday	Varies	06:00 AM	11:45 PM
USB	CM-INT-006	TR USB (Previous Day)	Tuesday - Saturday	Varies	03:00 AM	11:45 PM

Desired services include:

1. Offer an electronic copy of monthly bank statements by email or downloadable from an online portal
2. Offer all the critical fraud tools and products necessary to protect City’s funds
3. Assign a dedicated account representative to handle day-to-day operational requests
4. Integrate with Peoplesoft to facilitate accounting and reconciliation
5. Offer a robust online banking platform
6. Ability to meet the branch, vault, and RDC needs of CCSF
7. Provide online access to deposited item images
8. Provide images of returned/NSF checks via transmission (IRI- Incoming Returns Image Service)
9. Provide a competitive earnings credit rate for uninvested balances
10. Provide an overnight investment service (sweep) and/or interest-bearing account for excess cash balances in the demand deposit accounts
11. Work with CCSF to expand the use of automated transaction reporting and reconciliation

The forms for each Module contain detailed background information on the services required within the Module.

B. REQUESTED INFORMATION

1. Key Proposed Personnel

- a. Provide the name, title, address, phone number, and email address of the primary contact person(s) assigned to this account.

Relationship Manager / Product Specialist	Routine (Day-to-Day) Requests – Individual and/or Department

- b. List the individuals who will work with CCSF on a regular basis, including the primary contacts identified above. Information must include:

Name	Proposed Role	Location	Experience with other Municipal Entities	# Years in Field	# Years with Firm	# Client Relationships Responsible For

- c. Provide an organizational chart that includes these individuals.
- d. Describe your firm’s policy on changing the primary contact person on an account at your firm’s discretion.
- e. After the initial transition, how often will the primary relationship manager attend on-site meetings with CCSF staff? Describe a typical meeting agenda for this on-site meeting.
- f. Customer Service
 - i. For routine day-to-day transactions, will a specific customer service representative or a customer service department be assigned? Provide biographical information for the individual(s) that will be assigned to this account.
 - ii. What is the anticipated turn-around time for typical inquiries? What type of inquiries typically take longer to research?
 - iii. Do you offer any reports, specific to an individual client, summarizing the number of inquiries made to customer service, types of inquiries made, and the turn-around time for resolution?
 - iv. Describe the responsibilities of the customer service personnel, including the chain of command for problem resolution.

- v. What are the hours of operation of the customer service unit involved in supporting the proposed services?
- vi. How are relationship managers kept apprised of day-to-day requests? At what point will the relationship manager be notified and get involved if an issue can't be resolved?
- g. How will the firm keep TTX, as the department responsible for overseeing all banking activity within CCSF, apprised of issues or challenges faced by the various departments utilizing banking services?
- h. Does the firm offer any services to periodically review CCSF's banking structures and services used to identify opportunities for operational efficiencies, automation, or integration with Peoplesoft?
- i. IT Resources: Will the firm provide a dedicated IT liaison to work on set-up, file transfer, testing and troubleshooting/issue resolution? During what hours is technical support available (specify time zones)?

2. Physical Deposit Processing

- a. How many branches does the firm have within the City of San Francisco?
- b. ATM Deposits
 - i. Can check and currency deposits be made into the firm's ATMs? If yes, describe.
- c. Branch Deposits
 - i. What is the ledger cutoff time for deposits made to branch locations?
 - ii. What type of deposit bags does the firm allow/require?
 - iii. Would you recommend preparing separate deposit tickets for currency/coin and checks included in a deposit bag or can all activity be included on a single ticket for branch deposits?
 - iv. Are there any restrictions on the amount of loose and/or rolled coin deposited at a branch location? (Note: Some CCSF departments make periodic branch deposits of coin greater than \$10.)
 - v. Are branch deposits immediately verified? If not, when does verification take place?
 - vi. Please denote the standard process for communicating branch corrections regardless of amount and what is the default option:

	Available Option	Denote Default Option
Phone Call		
Online Notification		
Fax		
E-mail		

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- vii. Is there a de minimis amount below which you write off deposit adjustments; if so, what is it?
- viii. Describe your documentation/ID requirements for City employees to transact business (deposits) in your branches.
- d. Bank by mail
 - i. Do you offer “bank by mail” services?
 - ii. Provide an overview and the requirements applicable for bank by mail services.
- e. Vault Processing
 - i. Which vault location are you proposing CCSF use for deposits handled by its armored car providers?
 - ii. Do you own the vault? If not, provide information about the vault operator (i.e. name, number of years of partnership, etc.).
 - iii. What is the ledger cutoff time for deposits at the vault deposit location?
 - iv. Would you recommend preparing separate deposit tickets for currency/coin and checks included in a deposit bag or can all activity be included on a single ticket for vault deposits?
 - v. When are deposits credited? If provisional credit is given, when does verification take place?
 - vi. Please denote the standard process for communicating vault corrections regardless of amount and what is the default option:

	Available Option	Denote Default Option
Phone Call		
Online Notification		
Fax		
E-mail		

- vii. Is there a de minimis amount below which you write off deposit adjustments; if so, what is it?
- viii. Does CCSF have to sort bags by coin denomination or are mixed-bags acceptable?
- ix. Are deliveries of change and currency orders available via the armored car? If so, explain the timelines and procedures for placing change and currency order requests. What are the available methods for ordering change and currency? Can change and currency orders be placed online?
- x. What is the bank’s policy in case tampered bags/deposit slips are received?

- xi. Describe the security at the cash vault center. What fraud control procedures are in place?
 - xii. What evidence materials (i.e. logs, video tapes) will the bank make available to CCSF in the event of a deposit investigation? How long does the bank archive such materials for retrieval and use in investigations?
 - f. Smart Safes
 - i. Does your firm have a partnership with armored service providers to receive communication on smart safe deposits? If yes, please enumerate.
 - ii. When depositing funds to a smart safe, are currency deposits credited to CCSF's bank account on a same-day basis?
- 3. Armored Courier Service** *(Note: CCSF is interested in partnering with a financial institution that can provide armored courier services, either as part of a direct agreement or through a sub-contractor, to manage and process the City's cash receipts.)*
 - a. Does the firm offer the ability to provide armored courier services in the described manner? If so, describe the contractual relationship.
 - b. Are you willing to reflect service charges for courier services on CCSF's account analysis statement as a "pass through" charge for payment?
- 4. Remote Deposit Capture ("RDC")**
 - a. Describe the firm's ability to process checks by Remote Deposit Capture ("RDC").
 - b. CCSF currently utilizes bank provided scanners and will need replacement or additional RDC equipment, what equipment would the firm provide? Indicate how many items these machines can handle and their respective costs.
 - c. Does the firm verify that an item hasn't been previously deposited? If so, for how many prior days does duplicate detection service check?
 - d. How many checks would you recommend be processed in a single deposit? Is there a maximum that can be contained in a single deposit?
 - e. What is the ledger cutoff time for items processed by RDC to receive same-day ledger credit?
 - f. Does your service allow for multiple batches to be scanned throughout the day and processed as a single deposit at the end of the day?
 - g. If batches are processed by different users, are batches consolidated or are they separate deposits?
 - h. How and when will items not meeting acceptable image quality standards be alerted to the user?
 - i. How will CCSF be notified of deposit adjustments for RDC items? Will CCSF receive a copy of the check image when there is a deposit adjustment?
 - j. For how long are electronic check images of items deposited by RDC stored and available for viewing on the firm's website?

- k. Are deposit reconciliation numbers shown on RDC deposits?

5. Returned Item Processing

- a. Does the firm offer an automated reclearing service for returned NSF items? Describe features of this service.
- b. Can the firm provide online access to electronic images (front and back) of returned items to CCSF? How soon after an item is returned can these images be accessed?
- c. Can the firm provide a detailed return item transmission to CCSF? Can this report identify the payer’s name, depositing location, deposit date, and type of item being returned?
- d. Provide a screen shot of the details available for a returned check. (Note: Please include this returned check screen shot in the body of your proposal response versus referring to an Attachment or Appendix.)
- e. Does the firm offer Represented Check Entries (“RCK”) services?

6. Availability of Deposits

- a. How does the firm determine and calculate availability of deposited items? Does the firm calculate availability by item or formula?
- b. Does the firm give immediate availability for on-us items?
- c. Provide a copy of the availability schedules the firm proposes to use for CCSF, including branch deposits, vault deposits, RDC and ICL. (Note: Only include an electronic copy of the availability schedule. Do not include a copy in the physical copies submitted.)

7. ACH Processing

- a. What ACH file transmission options are available?
- b. When does the firm need the file from CCSF for payments to be made on a same-day, next-day and 2-day settlement? Please complete the following table:

	Same-Day	Next-Day	2-Day
Deadline for File Transmission			

- c. Discuss the firm’s methodology for determining debit and credit exposure limits.
- d. What approvals would be needed to release a file that exceeded CCSF’s daily exposure limit?
- e. Does the firm accept both debits and credits on the same file? If so, discuss any additional requirements.
- f. Can same day ACH capability be available within the firm’s online platform but not available for file transmissions sent by FTP?
- g. Does the firm provide automatic file receipt acknowledgements? If so, how is the acknowledgement transmitted?

	Yes / No
Phone	
E-mail	
Fax	
File transmission confirmation	
Other (please specify)	

- h. Is CCSF required to submit a control total of an ACH batch? How would CCSF communicate ACH control totals to the firm (i.e. phone, online, email)?
- i. How are returned and rejected ACH transactions handled? What information does the firm provide to assist in identifying returned and rejected ACH transactions? When is this information available?
- j. If an individual ACH transaction within a file is rejected, will the entire file be rejected and not processed? How will the individual rejected ACH transactions be communicated?
- k. How can CCSF gain access to addenda information (i.e. CCD, CCD+ and CTX) for incoming ACH transactions? Can this information be viewed online with current and previous day reporting, or does CCSF need to download special EDI reports?
- l. Does the firm offer international ACH? Please describe the difference in procedures to originate an international ACH.

8. Tax Payment Services

- a. Describe your capabilities regarding the origination of tax payments to local, state, and federal government entities?
- b. How do you ensure all tax template information is kept current?

9. Account Validation Services

- a. Describe any account validation services that are available for clients to comply with NACHA’s requirement for instituting Supplemental Fraud Detection Standards for Web Debits (i.e. Giact, Early Warning, etc.).
- b. Do you provide any validation and authentication services on ACH credits initiated by CCSF to ensure the correct payee is paid? If not, what best practices would you recommend?
- c. Are account validation and authentication services available from the firm’s online reporting system? If not, how are these services accessed?

10. EFT Internal Controls

- a. What controls are in place to protect against lost files, duplicate transmissions and ACH file edits?

- b. Does the firm offer Universal Payment Identification Codes (ability to mask account numbers to reduce the risk of unauthorized direct debits)?
- c. Does the firm offer a solution that would allow CCSF to mask sensitive account information provided to third-parties that will be sending wire payments to CCSF similar to the UPIC service for ACH payments?

11. Wire Processing

- a. Describe the options for initiating wire transfers (online, by phone, other).
- b. Please fill in the following table with the cutoff time for an Outgoing Domestic Fedwire by origination method.

	Online	Phone
Outgoing Domestic Fedwire		

- c. If wire transfers can be initiated online, describe the system’s security features. Can varying degrees of authorization be set (i.e. multiple authorizers, maximum dollar amounts, etc.)?
- d. In the event CCSF cannot access the firm's online portal, what methods are available for wire initiation? Describe the process CCSF should follow to initiate a wire transfer outside of the firm’s online portal.
- e. Can batch wire transactions be initiated through CCSF’s ERP, Peoplesoft, via direct transmission? If so, what are the authorization requirements?
- f. Can future wires be initiated and approved? If so, how far in the future can future dated wires be established? Is there a limit to the number of future dated wires held in the system?

12. System Administrators

- a. Do all of the solutions proposed reside in a single online platform or are multiple platforms used? If multiple platforms are used, are separate credentials required/necessary?
- b. What capabilities and functionalities do administrators have?

Banking Function	Yes / No
Create new user profiles	
Assign user names for new users	
Reset user passwords	
Authorize users to access specific modules	
Temporarily disable a user’s account for a defined period of time and have the account automatically reinstated on a future date	

- c. When setting up a new user, can a current user’s privileges be copied for the new user?
- d. Can a “user role” be established within your online reporting system and individuals granted the permissions according to that “user role”?
- e. Can a multi-level hierarchy be established to allow departments to manage entitlements for only their specific accounts? (*Note: Can TTX grant certain administrative rights, such as online access and RDC entitlements, to a department head to administer for that department’s accounts?*) Describe the ability to customize hierarchies for administrator roles.
- f. Can third-parties (i.e. individuals other than CCSF employees) be granted access to the online reporting system?

13. Online Reporting System

- a. How soon after the cut-off date are the following items ready?

	Online
Bank Statements	
Partial Reconciliation Information	
Full Reconciliation Information	
Account Analysis Statement	

- b. Describe any recent or upcoming major upgrades to your online reporting system.
- c. What financial and personnel resources are committed to making upgrades to the firm’s online reporting system on an annual basis?
- d. What transaction types are reported in previous day reporting? What previous day reports are available? Provide samples of previous day balance and transaction reports.
- e. What time is previous day information available?

- f. Complete the following table indicating how long each item is available online? Differentiate between the standard term and the terms available for an additional fee.

How long are the following items available?	Standard Term	Optional Terms Available
Prior / Previous Day Reporting		
Current Day Reporting		
Monthly Account Statements		
Images of Checks Paid		
Images of Items Deposited with RDC		

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- g. In what file formats can transaction data be downloaded? Can activity be downloaded into Excel?
- h. For historical images of disbursement checks that are accessible online, does your firm charge per image stored or per image accessed?
- i. Can electronic reports be customized by users within the firm’s online platform? Can these customized reports be saved? Can the templates be shared with other users?
- j. Can electronic reports be scheduled to be generated automatically and e-mailed to designated users? Is there a cost for these automatically generated reports?
- k. Can the firm’s online reporting system send e-mail alerts?
- l. Is there a cost for individual e-mail alerts? If so, which e-mails incur a cost?
- m. If there is a cost, are there any audit functions available to monitor costs (i.e. the same report being sent to a multitude of users, reports sent to inactive users or individuals that are no longer employed by CCSF)?
- n. If there is a cost, can e-mailed reports be disabled from a user’s entitlements?
- o. Can the firm’s online reporting system send text alerts?
- p. Describe any mobile applications that you offer for smartphones or tablets. What banking services can be completed using these applications? Complete the following table indicating which banking functions can be completed through the mobile applications.

Banking Function	Yes / No
Initiate a repetitive wire	
Provide secondary approval for a wire transfer	
Decision of positive pay items	
Decision of ACH positive pay items	
Reset a user’s password	
Obtain balance reports	
Deposit an individual check	
Availability of soft token for multi-factor authentication	
Biometric log-on capability	

- q. Are tokens required for all users accessing the online reporting system, including those that access the system for view-only access?
- r. What type of multi-factor authentication options are available?

Type	Yes / No
RSA SecureID Token	
Mobile Token	
Phone Call-Back Token	
Other (please list)	

- s. Do you have a demonstration site or video tutorial of the bank’s online portal that you can share?

14. Fraud Controls

- a. Describe the firm’s ability to block unauthorized ACH debits received. If the firm provides ACH debit filtering, what level of filtering can be applied (originator, originator & dollar amount, etc.)?
- b. With ACH debit blocking, can the firm provide reports to CCSF of attempts to debit funds that have been automatically rejected?
- c. Does the firm offer ACH positive pay (ability to make pay/no pay decisions on unidentified transactions)? What is the timeframe for receiving exception information and providing a decision?
- d. Can accounts be designated “post no checks” or equipped with a “check block” service to prevent any check from clearing? Are traditional positive pay services required if this service is used?

15. Optimizing Account Structure *(Note: This section seeks to explore cost efficient bank solutions that can minimize the number of accounts and ensure adequate controls.)*

- a. Deposit Reconciliation Services
 - i. Describe the firm’s deposit reconciliation services.
 - ii. What are the specifications for assigning unique deposit identification numbers (i.e. maximum number of digits, numeric-only, etc.)?
 - iii. Can deposit identification numbers be assigned by CCSF and mirror location numbers established within Peoplesoft?
 - iv. Are daily deposit totals reported by each location separately?
 - v. On what online reports can the deposit identification number be found? Provide examples of the report.
 - vi. Can individual departments access details regarding only their deposit location or will they be able to see activity of other departments?
 - vii. If online access cannot be limited, how does other organizations use this solution and make end-users reconcile their own activity?
 - viii. Confirm the types of activity deposit reconciliation services can be used for:

	Yes / No
Branch Deposits	
Vault Deposits	
RDC Deposits	
ICL Deposits	
Incoming ACH Transactions	
Incoming Wire Transactions	

b. Incoming EFT Transactions

- i. Does the firm offer any supplemental services for incoming EFTs to facilitate the reconciliation and identification of the entity originating payment?
- ii. How are new ‘pseudo’ payment instructions generated (i.e. online portal, calling customer service, completing a form, other)?
- iii. Has this solution been used to differentiate receipts related to merchant card activity from multiple MIDs? Describe the set-up.
- iv. On what online reports can this additional detail be found? Provide examples of the reports.
- v. Can individual departments access details regarding only their “locations” or will they be able to see activity of other departments?
- vi. If online access cannot be limited, how do other organizations use this solution and make end-users reconcile their own activity?

16. Earnings Credit Rates

- a. What is the firm’s current earnings credit rate? What earnings credit rate are you offering to CCSF?
- b. If the proposed earnings credit rate is higher than the firm’s standard ECR, do you plan on maintaining this spread for CCSF over the life of the contract?
- c. How is your firm’s earnings credit rate determined, adjusted, and applied?
- d. Are you willing to link the earnings credit rate to a market index? If so, which index would you suggest?
- e. Provide the earnings credit rate history for the 24-month period from October 2018 through September 2020. Please indicate the earnings credit rate for each month.
- f. Will the firm set a floor for the earnings credit rate offered to CCSF? What rate floor are you offering?
- g. Does a reserve requirement apply on balances?

- h. Will the firm assess any balance-based charge (FDIC-like, FICO, or other) to CCSF? How is this charge computed? Is this charge assessed on ledger or collected balances?
- i. If the firm assesses a balance-based charge, what is the current charge for an entire year on a \$1,000,000 balance?
- j. Does the firm have any limits on the amount of deposits that CCSF could maintain with the firm?
- k. Does the firm have a minimum deposit that must be maintained?
- l. Can “excess” earnings credits be carried forward to cover charges in the following month? Is there a limit on how far forward excess earnings credits can be carried?

17. Investment Option or Interest-Bearing Bank Deposit

(If you are proposing more than one sweep vehicle, please make sure each of the following questions is answered for each option.)

- a. What short-term investment vehicle(s) or interest bearing account(s) does the firm propose to use for the overnight sweep of CCSF’s demand deposit accounts? If the firm is proposing a money market mutual fund, identify the class of shares by providing the ticker symbol or CUSIP.

Investment Option	Ticker Symbol/CUSIP (if applicable)

- b. Does a reserve requirement apply to any of the proposed options? If so, specify which.
- c. Does an FDIC assessment, deposit-based fee, or similar fee apply to the proposed option? How is this charge computed? (If the firm is offering multiple options, indicate to which option the assessment/fee applies.)
- d. If a money market mutual fund is proposed, does your firm credit the full amount of interest paid from the fund or is a percentage-based spread or “haircut” deducted prior to the dividend payment being posted? If a haircut is assessed, what is the amount?
- e. If a fee does apply, what is the current charge for a full year on a \$1,000,000 balance?
- f. Provide investment return history for the 24-month period from October 2018 through September 2020 for each option proposed. Show the yield for each month.
- g. If a sweep is proposed, what time of day is the sweep deadline? Is it end-of-day or next-day sweep?
- h. How are balances in the sweep product shown on current day reports?
- i. If you are proposing a next-day sweep, please explain and diagram the movement of funds in and out of the DDA. If there are sufficient funds in the sweep product to cover all net disbursement activity, is there a possibility that the DDA account would be overdrawn and subject to overdraft fees?

- j. Does your firm have the ability to establish a peg balance on the primary operating DDA, with excess funds being automatically transferred to the selected interest-bearing account or investment vehicle?

18. Account Analysis Statements

- a. Can the Association for Financial Professionals (AFP) Service Codes be included on the analysis statement? If not, provide a report that maps your service descriptions to the AFP codes.
- b. Provide a glossary defining all service descriptions used in your account analysis statements as part of the appendix to your response.
- c. Are account analysis statements available online? How many prior months are available? Can the account analysis details be downloaded into Microsoft Excel?
- d. Are you able to send an 822 file listing all service charges with AFP Service Codes?
- e. Can you offer a report that summarizes aggregate charges for groups of accounts? *(Note: Actual bank fees and charges for department-specific bank activity are charged to each department as expenditures. The ability to receive a report that lists bank charges by department would be helpful.)* Is there an additional cost for this service?

19. End-of-Day Overdrafts

- a. Does the firm return items if an overdraft exists? If yes, how flexible is this policy?
- b. What are the fees and interest charges associated with overdrafts? How are these charges calculated?
- c. Is there a fee per check or per occurrence when there is an overdraft? If so, what is it?
- d. Is there a daily cap on fees? If so, what is it?

20. Daylight Overdrafts

- a. Describe the firm's policies concerning daylight balance overdrafts. Indicate whether this is applied to each individual account or across all accounts of a client relationship.
- b. Is wire transfer processing stopped when the intra-day limit is reached?

21. Implementation / Conversion

- a. Indicate the firm's plans for initial and ongoing education and training of CCSF employees in the use of your firm's systems.
- b. Does the firm offer any file translation service that would allow CCSF to send a file in its preferred/standard format and the firm reformats the file, if necessary, for processing?
- c. For incumbent banks, describe your plan to continuously improve service and implement new services to enhance CCSF's operations.

22. Pricing

- a. If CCSF chooses to use compensating balances, are there any charges that could not be paid in this way?
- b. Confirm that CCSF retains the option to switch between payment with compensating balances and soft dollars vs. hard dollar payments.

Form F: Module 1 - Primary Depository & Disbursement Bank

(Only firms proposing for Module 1 should respond to this section. Please limit your answers to Form F to no more than 50 pages.)

A. BACKGROUND INFORMATION

1. General Requirements: Module 1 covers the core banking structure of CCSF and includes 162 bank accounts.

Of the 162 bank accounts, 130 accounts use CCSF's tax identification number. This account structure includes one hundred (100) accounts part of a ZBA structure.

The ZBA structure consolidates all of the depository activity into (i) a City-wide depository account and (ii) a City-wide disbursement account. These two accounts are then consolidated into a City-wide concentration account. From the concentration account, funds are maintained as a compensating balance, swept into a money market mutual fund, or invested in other investment options.

The current account structure reflects steps CCSF has already taken to reduce the number of bank accounts. CCSF continues to look for opportunities to consolidate and optimize the banking structure. Any recommendations should consider the decentralized nature of the Main Accounts and Group A accounts where individual departments are responsible for reconciling their own bank accounts. Additionally, CCSF enjoys significantly discounted pricing for account maintenance, fraud preventive services and online access to make the current account structure economically viable.

The 30 stand-alone accounts are primarily revolving fund accounts with less than 10 checks disbursed per month/per account. These stand-alone accounts use CCSF's tax identification number.

In addition to these 130 accounts, there are several affiliated entities that piggy-back off of CCSF's banking contract (see Group C). These include the San Francisco Housing Authority, Spark San Francisco Public Schools, San Francisco County Transportation Authority, San Francisco Unified School District. There are about 8 entities with 32 additional accounts.

On a monthly basis, CCSF makes approximately 14 currency/coin orders totaling \$26,600 in currency and 525 rolls of coin.

Across the organization, there are nearly 400 employees among 40 departments with access to the bank's online reporting platform. There are currently 5 program administrators. TTX will own and manage the contracts, serves as the primary liaison between banking partners and employees in the various department, overseeing the deployment of new services and products, assisting with implementation, troubleshooting, and monitoring ongoing services utilized.

Desired services include:

1. Establish 100 or more demand deposit accounts to meet the banking requirements and maintain accurate records of activity in those accounts
2. Offer an electronic copy of monthly bank statements by email or downloadable from an online portal

RFP for Banking Services

3. Offer all the critical fraud tools and products necessary to protect City’s funds
4. Assign a dedicated account representative to handle day-to-day operational requests
5. Integrate with Peoplesoft to facilitate accounting and reconciliation
6. Offer a robust online banking platform

2. Deposit Services: CCSF encourages departments to make deposits electronically, where feasible. There are 22 different departments using Remote Deposit Capture (RDC) technology at 51 locations throughout CCSF. Despite these efforts, some departments still need to make branch and vault deposits. Here is a summary of the activity:

	# of Monthly Deposits	# of Checks (Monthly)	Coin / Currency Deposited (Monthly)
Branch & Night Deposits (16 accounts)	305	955	\$117,900
Vault Deposits (12-15 accounts)	751	7,141	\$3,643,000
Remote Deposit Capture	602	5,024	n/a
Image Cash Letter	88	65,527	n/a

For the Group B accounts, deposit reconciliation services are used. A Universal Location Identification (ULID) number identifies the department making the deposit, allowing deposits to be reconciled by department and centrally. There are 20 to 30 locations that make deposits into this single depository account.

For Image Cash Letter (ICL), CCSF transmits four separate ICL files: 1 for the Treasurer’s Office with deposits being made into multiple accounts, 2 for MTA, and 1 for the Building Inspection Group. The ICL files are dropped to an FTP site as an ANSI X9 format file.

Given the significant number of departments, CCSF is interested in exploring other options for making deposits, such as bank-by-mail services, via mobile and ATM deposits.

Desired services include:

1. Ability to meet the branch, vault, and RDC/ICL needs of CCSF
2. Provide online access to deposited item images
3. Provide images of returned/NSF checks via transmission (IRI- Incoming Returns Image Service)

3. Specialized State of California Lockbox: CCSF receives a total of 260 warrants accounting for \$393 million annually from the State of California. The warrant payments are sent via mail and accompanied by remittance documents. The warrants and remittance documents are currently mailed to a P.O. Box maintained by the incumbent bank; the bank uses the same P.O. Box for multiple California municipalities for a similar purpose. The bank processes the warrants, deposits the funds into the appropriate account and e-mails CCSF details about the deposit.

RFP for Banking Services

Desired services include:

1. Offer a solution to efficiently process these warrants received from the State of California

4. Disbursement Services: CCSF disburses approximately 22,161 checks per month. Approximately 36% of these check disbursements originate from the Controller's department for accounts payable payments.

Some level of disbursement activity occurs from 21 accounts with nearly all of the accounts subscribed for positive pay or payee positive pay.

CCSF is interested in exploring using controlled disbursement services to better manage and monitor its daily cash position.

Monthly transmissions of disbursement check images are required. This service is not currently centralized. Individual departments are responsible for establishing the transmission protocols and archival procedures.

Desired services include:

1. Provide controlled disbursement services
2. Provide payee positive pay services with online transmission of check details
3. Provide positive pay exception item review and correction online
4. Provide online stop payment services
5. Provide a monthly transmission of all cleared checks (images of front and back)
6. Provide online access to cashed check images

5. Electronic Fund Transfers (EFT): CCSF initiates 47,6370 ACH credits on average per month, primarily for direct deposit of retirement benefits and payroll for San Francisco Public Schools. In addition, CCSF receives 6,474 ACH credits and 622 ACH debits.

Fed wire activity is limited with CCSF initiating 65 outgoing disbursements (includes book debits). CCSF receives 245 incoming wires monthly.

CCSF would like to explore services available to assist with the identification and reconciliation of incoming EFT in accounts where transfers are received on behalf of multiple departments. The objective is to centralize all incoming wires into a single City-wide bank account managed by TTX for visibility and effective cash positioning for the investment team.

Desired services include:

1. Provide ACH transaction capability via transmission and online portal
2. Provide same-day ACH capability
3. Provide a secure way of initiating wire transfers
4. Offer Universal Payment Identification Codes (UPICs) or other Incoming EFT Management Service

6. Bank Balances: For the 12 months ending June 30, 2020, CCSF maintained an average compensating and sweep balance of \$114 million with its primary banking partner. CCSF opportunistically allocates funds between bank balances, a sweep vehicle offered by the bank, and other investment vehicles. CCSF reserves the right to use the option (i.e. soft or hard dollar payment arrangement) that is most advantageous or desired.

Uninsured collected balances must be collateralized in accordance with Sections 53632 et seq. of the California Government Code.

As a precaution, CCSF desires to have an overdraft facility of at least \$100 million with its bank partner to ensure items are not unnecessarily returned. CCSF is not seeking a line of credit. This facility is in place in the event of a systemic disruption in the financial markets that prevent CCSF from transferring funds from its investment portfolio.

Desired services include:

1. Provide a competitive earnings credit rate for uninvested balances
2. Provide an overnight investment service (sweep) and/or interest-bearing account for excess cash balances in the demand deposit accounts

7. File Transmissions: CCSF desires its banking partner to be flexible in sending different BAI file formats with the ability to substitute either customer reference number or deposit slip number in specific positions within the BAI file.

The following table outlines the five different account scenarios that dictate file formats transmitted to CCSF to convey previous day transaction details. The banking partner identified for Module 1 will be expected to provide file transfers that meet the specific requirements of each file type scenario included in the table below.

	Accounts	Comments
BAI File Type 1	Majority of accounts	<ul style="list-style-type: none"> • Reports bank reference number
BAI File Type 2	1408C1 TTX Online Payments	<ul style="list-style-type: none"> • Reports number after BID (allows automatic reconciliation in FSP)
BAI File Type 3	8 banks accounts, mostly disbursement accounts that have 3 rd party integrations	<ul style="list-style-type: none"> • Reports customer reference number
BAI File Type 4	8 bank accounts	<ul style="list-style-type: none"> • Reports sweep transactions only and reconciled outside of FSP (i.e. payroll accounts)
BAI File Type 5	Permit Center & 1 DPH account	<ul style="list-style-type: none"> • For BAI codes 165 & 455, report BID if present (i.e. CityBase – Permit & Non-Permit Center. If no BID, report bank reference number. For all other BAI codes (i.e. 301 (vault deposit), 187 (RDSO) report Customer Reference number).

RFP for Banking Services

Desired services include:

1. Work with CCSF to expand the use of automated transaction reporting and reconciliation

8. Other Services: CCSF would prefer to order bank supplies from its primary depository and disbursement bank. Currently, deposit bags and deposit slips are ordered from the incumbent provider. Some check supplies are purchased by a third-party vendor, Cenveo.

The Controller’s Office orders blank check stock from Cenveo approximately once per year. Other departments (Human Services Agency, Retirement, and Sheriff) order pre-printed check stock.

TTX would like to have bank supplies ordered centrally to enhance visibility of the amount spent on bank supplies and obtain more favorable contract pricing.

	Product Description	Quantity (# of items)
Deposit Slip	2 PT	20,100
Deposit Slip	3 PT	4,400
Bags	9x12 Single Pocket – Lime	7,400
Bags	12x16 Single Pocket – Large	1,800
Bags	9x12 Single Pocket – Clear	6,800
Bags	12x16 Single Pocket – Large	100
Bags	Coin 11x17 Small Clear	200
Bags	Coin 12 x 22 Large Clear	7,500
Stamps	For Deposit Only Stamp	35
Check Stock		124,000

The check stock includes the following security features:

- Void Pantograph
- Heat Sensitive Lock Icon
- Toner Adhesion
- True Watermark
- Fluorescent Fibers
- Chemical Reactivity
- Colored Background Warning Border
- Micro Printing
- Security Backer

Desired services include:

1. Ability to centrally order and track bank supply orders

2. Invoicing of bank supplies through the account analysis statement without mark-up

9. New Services: CCSF is interested in exploring new services, such as digital disbursements (Zelle payments, digital wallets such as PayPal) and high-order prefix checking accounts, ACH account validation service.

B. REQUESTED INFORMATION

1. State of California Warrants

- a. Describe the firm's ability to process paper warrants issued by the State of California for the benefit of CCSF.
- b. Are other California municipalities using this same solution? If so, please list such municipalities.

2. Image Cash Letter (ICL)

- a. Describe the firm's ability to process ICL files including file transmission and acknowledgement options?
- b. If an image doesn't meet image quality requirements, what happens to it? Is there an item repair interface that addresses image quality issues?
- c. What is the deposit cut off time for same day ledger credit?

3. Branch Services

- a. Describe your documentation/ID requirements for non-account holders cashing a CCSF check.
- b. Will a check cashing agreement be required when a non-account holder cashes a CCSF check drawn from an account held with your firm at the firm's branch location? If yes, include a copy.
- c. Is the firm willing to cash these checks drawn from an account held with your firm at no charge to CCSF or the presenter?

4. Controlled Disbursement

- a. At what time will CCSF be notified of presentment items? Specify 1st and 2nd presentment times.
- b. What is the average percentage of the final presentment available at the 1st presentment time?

5. Check Disbursements / Positive Pay

- a. Does the firm offer payee positive pay?

- b. Is payee information a searchable field within the firm's online reporting system (i.e. can you enter "ABC Company" and any disbursement checks to "ABC Company" will be retrieved)?
- c. Can an e-mail notification be sent to specific users alerting them that there is an exception item to review? What other notification methods are available?
- d. At what time will CCSF receive the information on exception items? How much time will CCSF have to review discrepancies and notify the firm to accept or reject?
- e. Are checks identified as an exception deducted from CCSF's ledger balance prior to when the item is presented for decisioning?
- f. What are the options for transmitting check issuance information to the firm for positive pay services?
- g. Does the firm confirm receipt of transmission files? If so, what options are available for CCSF to receive confirmation?
- h. How and when is CCSF notified if a file transmission fails?
- i. Does the firm offer the ability to manually enter one-time check disbursements issued during the day outside of the regular batch file? How quickly will the teller line receive this information?
- j. How is payee information captured from the physical checks? What steps does the firm take to prevent exception items being flagged due to erroneous capture of payee information?
- k. If a check is deposited by the payee using mobile technology and the payee attempts to deposit the item a second time, will your firm's positive pay service identify this item as an exception, or will it be automatically returned as a "check previously paid" item? How does this item appear in CCSF's daily reports?
- l. What options are available to prevent disbursement checks from clearing as Accounts Receivable Entry (ARC) transactions?

6. Stale-Dated Checks

- a. Can stale-dated checks be reported as exception items?
- b. What type of exception item are stale-dated checks identified as if the item is deposited and flagged as a positive pay exception (i.e. issue not found, stale dated item, voided item, etc.)?
- c. Are stale-dated checks automatically removed from the issue file after a set number of days or does CCSF need to send a file removing the checks from the issue file so the items don't show up as outstanding full reconciliation items?

- d. If stale-dated checks are automatically removed, is a report available identifying the items that have been removed from the issue file?
- e. Does the firm offer any solutions to assist in escheatment?

7. Stop Payments

- a. What initial term options are available for stop payments?
- b. Will the system automatically verify if a check has been paid before processing the stop payment?
- c. Is there a report that lists stop payments that are set to expire?

8. Check Images

- a. Can historical images of checks be sent by transmission to CCSF for archival purposes monthly? If so, describe.
- b. What time is the check image transmission available?
- c. Does your firm have experience working with OnBase as an image repository for check images? *(Note: CCSF is using OnBase to archive images of incoming correspondence and check images. CCSF is interested in exploring if this solution can be used for internal archival of disbursement check images.)*

9. Reconciliation Services

- a. Does the firm offer full and partial Account Reconciliation Program (ARP) services?
- b. Does CCSF need to send a separate check issue file or will the information required for reconciliation be captured through the positive pay file transmission?
- c. Describe how reconciliation data would be transmitted to CCSF.
- d. If the bank of initial deposit incorrectly codes the serial number of the check, causing it to be identified as a positive pay exception, which data is transmitted in the reconciliation files, the corrected or erroneous data?

10. Optimizing Account Structure *(Note: This section seeks to explore cost efficient bank solutions that can minimize the number of accounts and ensure adequate controls.)*

- a. High Order Prefix Check Disbursements or Auxiliary On-Us *(Note: CCSF has several departments that need to issue an occasional check (<10 per month).)*
 - i. Can a single account be opened for multiple different departments using high order prefix or a similar service to identify disbursements?
 - ii. Describe the advantages and disadvantages of this service versus maintaining stand-alone check disbursement accounts?

- iii. If this solution is used, how would you recommend positive pay issue information be communicated? Can individual departments communicate the details directly to the bank?
 - iv. Can positive pay exceptions be reported and decisioned directly by the department issuing the check or does the exception get reported to a centralized department (TTX) who is then responsible for communicating with the issuing department?
- b. Other Services: Are there any other services that CCSF should consider to be used in conjunction with Peoplesoft?

11. ACH Processing

- a. Confirm that the firm is willing to establish an ACH daily exposure limit of no less than \$400 million for CCSF?

12. End-of-Day Overdrafts

- a. Are you willing to extend an overdraft facility of at least \$100 million? Is there an additional cost for this facility if it is not used?

13. File Transmissions

- a. Will the firm create and provide the five uniquely formatted BAI files utilized by CCSF for previous day reporting as outlined in the scope of services? (*Note: CCSF does not anticipate having the programming resources to accept a single previous day transaction file for all accounts and will require its banking partner to provide customized BAI files for each of the five account groups.*)
- b. Confirm that file transmissions received will report only unique accounts. (Note: CCSF's ERP system rejects files that contain duplicate account information.)

14. Bank Supplies

- a. Can bank supplies (i.e. deposit bags and deposit tickets) be ordered through your firm?
- b. If so, is the charge a pass-through charge or is there a mark-up?
- c. Can bank supplies be invoiced on the firm's account analysis statement or will a separate invoice be prepared with payment directly to the third-party?
- d. Does the firm offer any reporting to track supply orders that includes the ability to view order status and details on an account-by-account or department-level basis?

15. Digital Payments

- a. Does the firm offer a digital payments solution, where payments can be made to an e-mail address or mobile phone number?
- b. Describe how payments made to individuals are initiated. What information needs to be entered? Please provide a screen shot of this functionality from the online platform.

- c. If a digital payment is originated to an incorrect e-mail address or mobile phone number, is there any recourse or protections similar to those provided by NACHA?
- d. Is dual authorization for digital payments available?
- e. Can a dollar threshold for individual digital payments be imposed?
- f. Are the credentials for an individual to initiate digital disbursements a separate functionality within the firm's online reporting system, or is it combined with other transactional capability (i.e. ACH permissions)?
- g. How long does it take the recipient to receive confirmation that they have received funds post transmission?
- h. What payment method or methods (i.e. ACH, Real Time Payments, Card-branded network) does the firm's digital payment solution use to settle transactions?
- i. Does the recipient have to "claim" funds or is automatically "pushed" to the individual's bank account?
- j. What happens to funds that are not claimed or an e-mail address or phone number that is not already linked to a bank account?
- k. When are digital payments deducted from CCSF's bank accounts (i.e. when they are initiated or when they are accepted by the recipient)?
- l. How does digital payments appear on the bank statements (i.e. individual transactions similar to checks or batch transactions similar to a NACHA file)? If both options are available, what would you recommend?
- m. Have you implemented this service to make juror payments for another municipality? If so, approximately how many?
- n. Are there any other commonly adopted applications (i.e. types of payments) of this payment methodology within the governmental sector?
- o. Is CCSF responsible for escheatment for unclaimed digital payments?

16. Digital Receipts

- a. Does your firm have the ability to integrate near real-time payment requests using services such as Zelle or Venmo?

17. Implementation / Conversion

- a. Provide a detailed conversion plan for transitioning the services in this Module to your firm. Include the estimated length of time for the transition and the amount of effort required by CCSF's staff.
- b. Who will be responsible for coordinating the transition? If a conversion team is used, how will CCSF's account be transitioned to the ongoing client service team?
- c. What lessons has the firm learned from similar implementations that can be applied to implementing services with CCSF? What recommendations do you have for CCSF based on past implementation experiences?

18. New Services & Ideas

RFP for Banking Services

- a. Describe any new services or ideas that will enhance CCSF's operations.
- b. Provide any additional information that you believe to be pertinent but not specifically requested elsewhere in the RFP.

19. Pricing

- a. For how long will the firm guarantee the proposed fees for this Module?
- b. Are you willing to offer any transition or retention incentives? If an incentive is a monthly fee waiver, please indicate when the fee waiver would apply (i.e. when the accounts are initially opened or when services are substantially implemented)?

20. References

- a. Provide a minimum of at least three (3) current professional references who may be contacted for verification of your professional qualifications to meet the requirements set forth herein. CCSF strongly prefers references from governmental entities similar in size and requirements to CCSF. Include the:
 - i. Name of the entity
 - ii. Name, phone number and contact person within the above listed organization
 - iii. Type of product/service provided
 - iv. Date(s) the services were furnished

C. PRICING PRO FORMA

Firms must provide a completed pro forma (Attachment D).

The price schedule should use Association of Finance Professionals (AFP) Service Codes. Include any one-time or set-up charges, research fees and all other fees that may be charged. CCSF reserves the right not to pay any fees that are not disclosed during this RFP process if your firm becomes the selected vendor.

Form G: Module 2 - Secondary Disbursement Bank

(Only firms proposing for Module 2 should respond to this section. Please limit your answers to Form G to no more than 30 pages.)

A. BACKGROUND INFORMATION

Nearly 100% of CCSF's 34,500 employees receive direct deposit. On a monthly basis, 84,000 ACH credits are originated. Payroll is disbursed on every other Tuesday. The Controller's Office employs best practices by transmitting the NACHA formatted ACH file by SFTP on the prior Thursday (or 3 days in advance). TTX funds payroll on the prior business day. The average payroll file is \$84 to \$93 million.

The payroll account has been set-up with same day ACH capabilities and used on a limited basis to make any required immediate payments.

For those individuals that do not provide CCSF with their banking instructions, a payroll card is issued as further described in Module 6. CCSF is not issuing any paper checks for payroll disbursement.

CCSF would prefer to fund the payroll account on the settlement date of the ACH credit file (Tuesday) and would be willing to allow the firm selected for this module to initiate a Federal Reserve drawdown wire to fund the account.

The partner selected for Module 2 will also be required to provide fraud controls, such as ACH debit and check blocks or filters, on the payroll account.

Desired services include:

1. Provide ACH transaction capability via transmission and online portal
2. Provide same-day ACH capability
3. Offer all the critical fraud tools and products necessary to protect City's funds
4. Assign a dedicated account representative to handle day-to-day operational requests
5. Integrate with Peoplesoft to facilitate accounting and reconciliation
6. Offer a robust online banking platform
7. Provide a competitive earnings credit rate for uninvested balances
8. Provide an overnight investment service (sweep) and/or interest-bearing account for excess cash balances in the demand deposit accounts

B. REQUESTED INFORMATION

1. ACH Processing

- a. What ACH file transmission options are available?
- b. Does your online portal allow for an upload of NACHA payments? What format options are available?
- c. When does the firm need the file from CCSF for payments to be made on a same-day, next-day and 2-day settlement? Please complete the following table:

	Same-Day	Next-Day	2-Day
Deadline for File Transmission			

- d. Discuss the firm’s methodology for determining debit and credit exposure limits.
- e. Confirm that the firm is willing to establish an ACH daily exposure limit of no less than \$100 million for CCSF?
- f. What approvals would be needed to release a file that exceeded CCSF’s daily exposure limit?
- g. Can same day ACH capability be available within the firm’s online platform but not available for file transmissions sent by FTP?
- h. Does the firm provide automatic file receipt acknowledgements? If so, how is the acknowledgement transmitted?

	Yes / No
Phone	
E-mail	
Fax	
File transmission confirmation	
Other (please specify)	

- i. Is CCSF required to submit a control total of an ACH batch? How would CCSF communicate ACH control totals to the firm (i.e. phone, online, email)?
- j. How are returned and rejected ACH transactions handled? What information does the firm provide to assist in identifying returned and rejected ACH transactions? When is this information available?
- k. If an individual ACH transaction within a file is rejected, will the entire file be rejected and not processed? How will the individual rejected ACH transactions be communicated?

2. End-of-Day Overdrafts

- a. Are you willing to extend an overdraft facility of at least \$100 million? Is there an additional cost for this facility if it is not used?

3. Account Validation Services

- a. Do you provide any validation services on ACH credits initiated by CCSF to ensure the correct payee is paid? If not, what best practices would you recommend?
- b. Are account validation and authentication services available from the firm’s online reporting system? If not, how are these services accessed?

4. Account Funding

- a. When does the funding for outgoing payroll files need to occur? Can an incoming wire be sent on the settlement date of the ACH credit file?
- b. Would you be willing to fund the account maintained at your bank with **an automated** Federal Reserve drawdown wire to ensure end-of-day overdrafts do not occur?
- c. If an automated Federal Reserve drawdown wire is not available, is it possible to set up a drawdown wire within the firm's online wire module?
 - i. If so, can future wires be established? How far in the future? Is there a limit to the number of future dated wires? (*Note: CCSF currently initiates and approves wires for six-month time periods to ensure no overdrafts occur.*)
- d. Are there any other suggestions for funding (i.e. a balanced NACHA file with an offsetting ACH debit) that you would suggest?

5. Implementation / Conversion

- a. Provide a detailed conversion plan for transitioning the services in this Module to your firm. Include the estimated length of time for the transition and the amount of effort required by CCSF's staff.
- b. Who will be responsible for coordinating the transition? If a conversion team is used, how will CCSF's account be transitioned to the ongoing client service team?
- c. What lessons has the firm learned from similar implementations that can be applied to implementing services with CCSF? What recommendations do you have for CCSF based on past implementation experiences?

6. New Services & Ideas

- a. Describe any new services or ideas that will enhance CCSF's operations.
- b. Provide any additional information that you believe to be pertinent but not specifically requested elsewhere in the RFP.

7. Pricing

- a. For how long will the firm guarantee the proposed fees for this Module?
- b. Are you willing to offer any transition or retention incentives? If an incentive is a monthly fee waiver, please indicate when the fee waiver would apply (i.e. when the accounts are initially opened or when services are substantially implemented)?

8. References

- a. Provide a minimum of at least three (3) current professional references who may be contacted for verification of your professional qualifications to meet the requirements set forth herein. CCSF strongly prefers references from governmental entities similar in size and requirements to CCSF. Include the:
 - i. Name of the entity

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- ii. Name, phone number and contact person within the above listed organization
- iii. Type of product/service provided
- iv. Date(s) the services were furnished

C. PRICING PRO FORMA

Firms must provide a completed pro forma (Attachment D).

The price schedule should use Association of Finance Professionals (AFP) Service Codes. Include any one-time or set-up charges, research fees and all other fees that may be charged. CCSF reserves the right not to pay any fees that are not disclosed during this RFP process if your firm becomes the selected vendor.

Form H: Module 3 - High Volume Coin and Currency Bank

(Only firms proposing for Module 3 should respond to this section. Please limit your answers to Form H to no more than 20 pages.)

A. BACKGROUND INFORMATION

The Municipal Transportation Agency (MTA) makes significant daily deposits averaging to \$94 million per month across all channels. Armored car pickups occur at 1 S. Van Ness Avenue.

In November 2019, MTA started counting and bagging coins in-house as part of their deposit process. MTA receives approximately \$2.3 million of coin/currency every month. Coin is sorted and deposited in approximately 70 to 85 full and partial bags per day.

SFMTA Parking Meters

Denomination	# of Bags (FIT/Full)	# of Bags (Non-FIT/Partial)	Daily Approximate Value
Quarters	34	2	\$ 30,000
Dimes	5	1	\$ 4,000
Nickels	7		\$ 1,500
Dollars	2	1	\$ 1,000
Halves		0	\$ -
Pennies	2	1	\$ 200
Totals	50	5	\$ 36,700

MTA Fare Revenue

Denomination	# of Bags (FIT/Full)	# of Bags (Non-FIT/Partial)	Daily Approximate Value
Quarters	10	2	\$ 13,000
Dimes	1	2	\$ 1,100
Nickels	1	2	\$ 500
Dollars		1	\$ 500
Halves		1	\$ 25
Pennies	1	1	\$ 100
Totals	13	9	\$ 15,225

MTA employs two third-party parking management vendors to collect deposits at 19 garage locations and one third party vendor for their two vehicle impound locations. The third-party is responsible for collection and deposit of all receipts. Deposits are currently prepared and made by third-party employees on behalf of MTA at bank branch locations and through smart safe technology. These safes are leased through Brinks (Garages) and Garda (Impound). Approximately \$684,000 is deposited monthly through 16 smart safes.

This module includes the following 16 MTA bank accounts used to collect coin, currency, checks and deposits of various payments and settlements via EFT:

- MTA Main Depository
- MTA Muni Clipper Fare & Garage OTC
- MTA Muni Pass OTC Credit Card
- MTA Fare Mobile
- MTA Sustainable Streets Parking
- MTA Sustainable Streets Parking Online Credit Card
- MTA Taxi Main Depository
- MTA Taxi Credit Card
- MTA Garage Depository
- MTA Garages Credit Card

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- MTA Parking Customer Service
- MTA Parking CSC Credit Card
- MTA Depository Parking Citation Pay-by-Web & Pay-by-Phone
- MTA Parking Meter Credit Card
- MTA Parking Permits Online
- MTA Parking Transit Card/Miscellaneous

Desired services include:

1. Offer all the critical fraud tools and products necessary to protect City’s funds
2. Assign a dedicated account representative to handle day-to-day operational requests
3. Ability to meet the branch, vault, and RDC needs of MTA
4. Provide deposit reconciliation services
5. Provide online access to deposited item images
6. Provide images of returned/NSF checks via transmission (IRI- Incoming Returns Image Service)
7. Provide a secure method of requesting change orders (preferably online)
8. Integrate with Peoplesoft to facilitate accounting and reconciliation
9. Offer a robust online banking platform
10. Provide a competitive earnings credit rate for uninvested balances
11. Provide an overnight investment service (sweep) and/or interest-bearing account for excess cash balances in the demand deposit accounts

B. REQUESTED INFORMATION

1. Vault Processing

- a. Which vault location are you proposing CCSF use for deposits handled by its armored car providers?
- b. Do you own the vault? If not, provide information about the vault operator (i.e. name, number of years of partnership, etc.).
- c. What is the ledger cutoff time for deposits at the vault deposit location?
- d. Would you recommend preparing separate deposit tickets for currency/coin and checks included in a deposit bag or can all activity be included on a single ticket for vault deposits?
- e. How quickly will vault deposits be counted and verified? (Note: CCSF would prefer not to have deposit corrections occurring many days after the vault deposit is made.)
- f. Please denote the standard process for communicating vault corrections regardless of amount and what is the default option:

	Available Option	Denote Default Option
Phone Call		
Online Notification		

Fax		
E-mail		

- g. Describe the level of detail available when describing discrepancies or corrections.
- h. Is there a de minimis amount below which you write off deposit adjustments; if so, what is it?
- i. At your vault location, are you willing to accept and process “subject-to-count” bags of coin? Is there an additional cost for subject-to-count deposit bags?

2. Coin Orders

- a. Are deliveries of change and currency orders available via the armored car? If so, explain the timelines and procedures for placing change and currency order requests.
- b. What are the available methods for ordering change and currency? Can change and currency orders be placed online?

3. Coin Deposit Availability

- a. When will ledger credit be given for large coin deposits from MTA (i.e. when deposits are received or when deposits are counted and verified)?
- b. How soon after receipt of large coin deposits will the deposit become an available balance?

4. Smart Safes

- a. Does your firm have a partnership with armored service providers to receive communication on smart safe deposits? If yes, please enumerate.
- b. When depositing funds to a smart safe, are currency deposits credited to CCSF’s bank account on a same-day basis?

5. Implementation / Conversion

- a. Provide a detailed conversion plan for transitioning the services in this Module to your firm. Include the estimated length of time for the transition and the amount of effort required by CCSF’s staff.
- b. Who will be responsible for coordinating the transition? If a conversion team is used, how will CCSF’s account be transitioned to the ongoing client service team?
- c. What lessons has the firm learned from similar implementations that can be applied to implementing services with CCSF? What recommendations do you have for CCSF based on past implementation experiences?

6. New Services & Ideas

- a. Describe any new services or ideas that will enhance CCSF’s operations.
- b. Provide any additional information that you believe to be pertinent but not specifically requested elsewhere in the RFP.

7. Pricing

- a. For how long will the firm guarantee the proposed fees for this Module?
- b. Are you willing to offer any transition or retention incentives? If an incentive is a monthly fee waiver, please indicate when the fee waiver would apply (i.e. when the accounts are initially opened or when services are substantially implemented)?

8. References

- a. Provide a minimum of at least three (3) current professional references who may be contacted for verification of your professional qualifications to meet the requirements set forth herein. CCSF strongly prefers references from governmental entities similar in size and requirements to CCSF. Include the:
 - i. Name of the entity
 - ii. Name, phone number and contact person within the above listed organization
 - iii. Type of product/service provided
 - iv. Date(s) the services were furnished

C. PRICING PRO FORMA

Firms must provide a completed pro forma (Attachment D).

The price schedule should use Association of Finance Professionals (AFP) Service Codes. Include any one-time or set-up charges, research fees and all other fees that may be charged. CCSF reserves the right not to pay any fees that are not disclosed during this RFP process if your firm becomes the selected vendor.

Form I: Module 4 - Specialized Reporting Bank

(Only firms proposing for Module 4 should respond to this section. Please limit your answers to Form I to no more than 20 pages.)

A. BACKGROUND INFORMATION

This module includes the 11 Public Utilities Commission (PUC) accounts. One of the accounts receives specialized reporting related to the CleanPowerSF program. A NACHA ACH CTX payment is originated from PG&E's banking institution. CCSF's bank receives the CTX payment and passes through the 820 addenda in an EDI format for processing by CleanPower SF's third-party back office provider (currently Calpine Energy Solutions, LLC), a third-party agent of PUC. The EDI file allows the back office provider to record and reconcile individual customer accounts payments on behalf of the PUC.

On average, 76 ACH credits are received monthly. The ACH credits received represent the aggregation of approximately 363,000 customer payments per month.

In addition, PUC has an e-Lockbox to facilitate customer payments from home banking consumer websites. Approximately 9,200 payments are received through this payment channel.

This module includes the 11 PUC bank accounts including:

- Depository Account
- EBPP Credits
- EBPP Returns Account
- Electronic Debit Service Account
- CleanPower SF Account
- OTC Credit Card Account
- Online Payments
- Power ACH Payments
- ECash Account
- Consumer Revolving Fund
- Commission Revolving Fund

Desired Services Include:

1. Offer all the critical fraud tools and products necessary to protect City's funds
2. Assign a dedicated account representative to handle day-to-day operational requests
3. Integrate with Peoplesoft to facilitate accounting and reconciliation
4. Offer a robust online banking platform
5. Provide a competitive earnings credit rate for uninvested balances
6. Provide an overnight investment service (sweep) and/or interest-bearing account for excess cash balances in the demand deposit accounts

B. REQUESTED INFORMATION

1. Does your firm work with any California Community Choice Aggregator (CCA) clients that receive customer payments from PG&E related to the receipt of CCA payments? If so, how many CCAs?
2. How would you propose to process receivable information from NACHA ACH CTX payments and communicate (via SFTP) the details to CCSF and its third-party back office provider (currently Calpine Energy Solutions, LLC)?
3. **E-Lockbox Services**
 - a. Does the firm offer eLockbox services for payments made from consumer bill payment service providers? Describe the firm's eLockbox service.
 - b. Which clearing networks provide check issuance information to the firm?
 - c. Do you provide any correction/return services for consumers providing an incorrect account number for posting? If so, describe.
4. **Implementation / Conversion**
 - a. Provide a detailed conversion plan for transitioning the services in this Module to your firm. Include the estimated length of time for the transition and the amount of effort required by CCSF's staff.
 - b. Who will be responsible for coordinating the transition? If a conversion team is used, how will CCSF's account be transitioned to the ongoing client service team?
 - c. What lessons has the firm learned from similar implementations that can be applied to implementing services with CCSF? What recommendations do you have for CCSF based on past implementation experiences?
5. **New Services & Ideas**
 - a. Describe any new services or ideas that will enhance CCSF's operations.
 - b. Provide any additional information that you believe to be pertinent but not specifically requested elsewhere in the RFP.
6. **Pricing**
 - a. For how long will the firm guarantee the proposed fees for this Module?
 - b. Are you willing to offer any transition or retention incentives? If an incentive is a monthly fee waiver, please indicate when the fee waiver would apply (i.e. when the accounts are initially opened or when services are substantially implemented)?
7. **References**
 - a. Provide a minimum of at least three (3) current professional references who may be contacted for verification of your professional qualifications to meet the requirements set forth herein. CCSF strongly prefers references from governmental entities similar in size and requirements to CCSF. Include the:
 - i. Name of the entity
 - ii. Name, phone number and contact person within the above listed organization

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- iii. Type of product/service provided
- iv. Date(s) the services were furnished

C. PRICING PRO FORMA

Firms must provide a completed pro forma (Attachment D).

The price schedule should use Association of Finance Professionals (AFP) Service Codes. Include any one-time or set-up charges, research fees and all other fees that may be charged. CCSF reserves the right not to pay any fees that are not disclosed during this RFP process if your firm becomes the selected vendor.

Form J: Module 5 - Electronic Payables

(Only firms proposing for Module 5 should respond to this section. Please limit your answers to Form J to no more than 50 pages.)

A. BACKGROUND INFORMATION

The Controller’s Office is responsible for making accounts payable payments.

	# of Payments	# of Unique Vendors
Checks	83,104	27,971
ACH	71,279	5,528

For ACH payments, CCSF uses Bottomline Technologies’ Paymode-X platform. If a vendor is not enrolled on the Paymode-X platform, the vendor is paid by check. Currently, there are no banking instructions for any ACH vendor stored on CCSF’s ERP system.

CCSF is interested in a solution where payment instructions are securely stored and authenticated on the banking partner’s platform. Additionally, CCSF is interested in making EFT payments to additional vendors that are currently excluded from Paymode-X due to annual spend amounts that do not meet a minimum threshold set.

As part of this module, CCSF is considering the implementation of a virtual card solution.

CCSF has determined that due to confidentiality requirements, a vendor list with the number of payments cannot be released through this RFP process.

Desired services include:

1. Work with CCSF to convert suppliers that currently receive checks to payment by virtual card or ACH

B. REQUESTED INFORMATION

1. Key Proposed Personnel

- a. Provide the name, title, address, phone number, and email address of the primary contact person(s) assigned to this account.

Relationship Manager / Product Specialist	Routine (Day-to-Day) Requests – Individual and/or Department

- b. List the individuals who will work with CCSF on a regular basis, including the primary contacts identified above. Information must include:

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Name	Proposed Role	Location	Experience with other Municipal Entities	# Years in Field	# Years with Firm	# Client Relationships Responsible For

- c. Describe your firm’s policy on changing the primary contact person on an account at your firm’s discretion.
 - d. After the initial transition, how often will the primary relationship manager attend on-site meetings with CCSF staff? Describe a typical meeting agenda for this on-site meeting.
 - e. Customer Service
 - i. For routine day-to-day transactions, will a specific customer service representative or a customer service department be assigned? Provide biographical information for the individual(s) that will be assigned to this account.
 - ii. What is the anticipated turn-around time for typical inquiries? What type of inquiries typically take longer to research?
 - iii. Do you offer any reports, specific to an individual client, summarizing the number of inquiries made to customer service, types of inquiries made, and the turn-around time for resolution?
 - iv. Describe the responsibilities of the customer service personnel, including the chain of command for problem resolution.
 - v. What are the hours of operation of the customer service unit involved in supporting the proposed services?
 - vi. How are relationship managers kept apprised of day-to-day requests? At what point will the relationship manager be notified and get involved if an issue can’t be resolved?
 - f. Does the firm offer any services to periodically review CCSF’s banking structures and services used to identify opportunities for operational efficiencies, automation, or integration with Peoplesoft?
 - g. IT Resources: Will the firm provide a dedicated IT liaison to work on set-up, file transfer, testing and troubleshooting/issue resolution? During what hours is technical support available (specify time zones)?
2. Summarize your firm’s experience in offering an electronic payables solution that includes ACH and virtual cards:

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- a. How long has your firm offered electronic payables services?
 - b. How many of your customers currently use your electronic payables processing services?
 - c. How many of your current electronic payables users are municipalities?
 - d. How many of your clients that use your electronic payables solution also use PeopleSoft as their ERP system?
3. List the data elements that are required to be included in a payment instruction file? When sending a single payment instruction file, list the data elements that are required to be transmitted when a single payment instruction file is issued. Complete the table below to identify only those data fields that are required for each payment type.

	Required Data Fields
General payment information (<i>Required regardless of payment type included</i>)	
Virtual cards	
ACH payments to suppliers (where CCSF provides bank ACH instructions)	
ACH payments to suppliers (where the Firm provides bank ACH instructions)	

4. Payments to Suppliers by ACH

- a. Discuss your approach in recruiting suppliers on CCSF’s behalf to your firm's electronic payables platform.
- b. Is there a minimum spend amount required for a supplier (the vendor CCSF is paying) to be recruited and/or eligible to use the firm’s ACH payment solution?
- c. Will your firm, CCSF or a third-party store supplier ACH instructions, including bank routing and account number information?
- d. Identify any third-party organization engaged by the firm for this purpose, if applicable.
- e. If a third-party organization is used, how long has your firm used them to facilitate ACH payments?
- f. Does your firm have an online self-enrollment portal that suppliers can use to provide their ACH payment information?
 - i. Is the online portal owned and operated by your firm or a third-party?
 - ii. Will suppliers be able to update bank routing and account number information using your self-enrollment portal after being initially enrolled?
 - iii. Do you have a demonstration site or video tutorial of the bank’s online portal that you can share?

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- g. Does your firm offer methods other than an online self-enrollment portal for capturing bank routing and account number information from suppliers? If so, how is the bank account information collected.
- h. Does your firm assign a supplier or vendor code? Is the code assigned by your firm or do you use CCSF’s unique supplier identification code?
- i. For suppliers enrolled by your firm for ACH transactions, can CCSF get a file of suppliers’ bank account information?
- j. Will CCSF be required to include the bank account information in the ACH payment origination files?
- k. If a supplier is already enrolled with your payables platform to receive payments by ACH, can these suppliers be paid immediately, or does your supplier enrollment team have to contact the supplier first?
- l. What information is provided to the supplier with the ACH transaction?
 - i. Is there an additional fee to either CCSF or the supplier for sending ACH remittance detail?
 - ii. If so, what is the fee?
- m. As part of the enrollment and maintenance processes, which of the following steps does your firm take to ensure funds are sent to the correct payee?

	Supplier Enrollment (Yes/No)	Individual Transaction Initiation (Yes/No)	Change in instructions (Yes/No)
Match supplier data to OFAC sanctions list			
Validate suppliers’ Form W-9			
Validate account status using ACH prenotes			
Validate account status using microdeposits			
Validate account status using 3 rd party service such as Early Warning Services or GIACT			
Authenticate account ownership using 3 rd party service such as Early Warning Services or GIACT			
Validate contact phone numbers and e-mail addresses used to verify changes			
Other methods of payee validation (list if applicable)			

5. Payments to Consumers by ACH

- a. Is the firm willing to collect bank routing and account number information for payments to personal/consumer bank accounts?
 - i. How is this information collected from individuals (i.e. online portal)?

- b. Will the firm store bank routing and account number information for payments to personal/consumer bank accounts?

6. Virtual Cards

- a. What solutions do you offer for cardless payment transactions?
- b. Supplier Payment
 - i. How would suppliers receive instructions related to payments made by virtual cards?
 - ii. Do you offer a portal for suppliers to retrieve virtual card payment notices and instructions?
 - iii. When suppliers log into the portal, will they see payments from all entities making payments to them or only transactions initiated by CCSF?
 - iv. Payment authorization emails:
 - 1. Provide an example of the payment authorization correspondence sent to suppliers.
 - 2. Can the body of the email be customized by CCSF?
 - 3. Does the e-mail contain the full 16-digit virtual card number? If not, what card information is provided?
 - 4. How are e-mail addresses for suppliers verified prior to sending the first notice of payment?
 - v. How can the firm deliver remittance details (i.e., invoice information) to suppliers for payments made by virtual cards?
 - vi. If a supplier does not process a virtual card payment, after how many days does the authorization “expire” and can no longer be used?
 - 1. Can CCSF extend the expiration date of the prior virtual card payment or will a new virtual card number/payment need to be initiated?
 - 2. Before the authorization expires does your system send an automated reminder notice to the suppliers informing them that they have a payment that has not been processed?
 - 3. How will CCSF be notified if a supplier does not process a card payment?
 - vii. Do you offer a Buyer Initiated Payment (push pay) Program?
 - 1. If so, provide an explanation of how this service would operate.
 - 2. Will the same rebate apply for buyer-initiated payments (push pay) or payments initiated by suppliers (pull pay)?
 - 3. If not, provide details on the different rebate schedules.

c. Virtual Card Management System

- i. Are there any reports that CCSF can access that identify initiated but unprocessed card payments?
- ii. For the program administrator, provide a screen shot of the page summarizing virtual card transactions that will be expiring soon or have expired.
- iii. For virtual card transactions with expiration dates that are soon to expire or have expired, can the program administrator extend/reset the expiration date applicable for the transaction?
- iv. Will the firm transmit a reconciliation file detailing the processed supplier payments? What information will be included in the reconciliation file?

d. Payment Instruction Files for Virtual Cards

i. File Specifications

1. What are the, mandatory fields that must be transmitted to your firm in payment instruction files sent by batch transmission?
2. Provide your firm's file specifications for payment instruction files.
3. Do the data fields in payment instruction file need to be organized in a certain order or is there flexibility?
4. What transmission methods do you offer for CCSF to transmit supplier payment instructions to your firm?
5. What controls are in place to protect against duplicate files from being processed?
6. Does the firm provide any acknowledgement of the receipt of a payment instruction file? What information is contained in the receipt (i.e. number of payments, dollar amount of payments, etc.)?

e. Supplier Outreach for Payment by Virtual Card

- i. Do you provide supplier outreach services to encourage acceptance of payment by virtual card?
- ii. Who makes outbound phone calls to suppliers (i.e. employees of your firm or a third-party)?
- iii. How many employees are on the firm's supplier outreach team?
- iv. Where will the supplier outreach team used for CCSF be located?
- v. How often would you recommend contacting suppliers that initially chose not to accept payment by card for CCSF's virtual card program?
- vi. For suppliers unwilling to accept virtual card payments, can your outreach team encourage them to accept payments by ACH as an alternative to checks?
- vii. What policies or procedures would you recommend that CCSF adopt to maximize vendor acceptance of electronic payment options?

f. Administrative Support for Virtual Cards

i. Supplier Inquiries:

1. Will the firm handle questions from suppliers related to processing payment transactions?
2. What other types of supplier questions would the firm handle through its helpdesk?
3. What types of inquiries for suppliers will the firm refer to CCSF for responses?

7. Implementation / Conversion

- a. Provide a detailed conversion plan for transitioning the services in this Module to your firm. Include the estimated length of time for the transition and the amount of effort required by CCSF's staff.
- b. Who will be responsible for coordinating the transition? If a conversion team is used, how will CCSF's account be transitioned to the ongoing client service team?
- c. What lessons has the firm learned from similar implementations that can be applied to implementing services with CCSF? What recommendations do you have for CCSF based on past implementation experiences?

8. New Services & Ideas

- a. Describe any new services or ideas that will enhance CCSF's operations.
- b. Provide any additional information that you believe to be pertinent but not specifically requested elsewhere in the RFP.

9. Pricing

- a. For how long will the firm guarantee the proposed fees for this Module?
- b. Are you willing to offer any transition or retention incentives? If an incentive is a monthly fee waiver, please indicate when the fee waiver would apply (i.e. when the accounts are initially opened or when services are substantially implemented)?
- c. Monthly fees
 - i. Identify any and all fixed monthly fees for the use of your electronic payables solution.
- d. Integrated Payment File Fees & Associated Costs
 - i. Identify the fees related to processing an electronic payables file transmission.
 - ii. Does your firm charge a fee for acknowledging receipt of an electronic payables file? If so, what is the fee?
 - iii. What is the transaction fee for the following payment types processed through an electronic payables file?

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	Transaction Fee
Virtual card	
ACH (payment instructions stored by your firm)	
ACH (payment instructions included in file)	

- iv. Would any additional transaction fees apply for services such as reformatting data or applying decisioning logic to electronic payables files? If so, identify the fees.
- e. Separate Payment File Fees & Associated Costs
 - i. Is there a premium or discount offered if payables details are transmitted separately versus a consolidated electronic payables file? Highlight differences, if applicable.
 - ii. If so, what is the transaction fee for the following payment types when transmitted in separate payables files?
 - 1. Virtual card
 - 2. ACH (payment instructions stored by your firm)
 - 3. ACH (payment instructions included in file)
- f. Is it possible for CCSF to earn rebates on supplier payments made by ACH?
 - i. If so, provide the rebate schedule for ACH payments.
 - ii. Identify any costs to suppliers for transactions that will result in ACH rebates.
- g. Implementation Costs
 - i. Identify all implementation costs related to your electronic payables solution.
 - ii. Describe and identify any fees related to supplier enrollment to make payments by virtual card payments.
 - iii. Describe and identify any fees related to supplier enrollment to make payments by ACH.
 - iv. Are ACH instructions provided by suppliers verified by your firm? If so, is there a cost for verification services? What is the cost?
- h. Other Costs & Fees
 - i. Disclose any other fees associated with your electronic payables solution. Provide estimate volumes, if applicable.

10. References

- a. Provide a minimum of at least three (3) current professional references who may be contacted for verification of your professional qualifications to meet the requirements set forth herein. CCSF strongly prefers references from governmental entities similar in size and requirements to CCSF. Include the:

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- i. Name of the entity
- ii. Name, phone number and contact person within the above listed organization
- iii. Type of product/service provided
- iv. Date(s) the services were furnished

C. PRICING PRO FORMA

Firms must provide a completed pro forma (Attachment D).

The price schedule should include any one-time or set-up charges, research fees and all other fees that may be charged, even if is listed elsewhere in the proposal. CCSF reserves the right not to pay any fees that are not disclosed during this RFP process if your firm becomes the selected vendor.

Form K: Module 6 - Pre-Paid Card Solutions

(Only firms proposing for Module 6 should respond to this section. Please limit your answers to Form K to no more than 35 pages.)

A. BACKGROUND INFORMATION

CCSF uses three types of pre-paid card solutions summarized below:

Pre-Paid Card Solution #1 – Payroll Cards

Since May 2015, CCSF has offered employees a payroll card solution. The program has been well received with a smooth initial implementation. Approximately 600 to 700 employees receive their compensation on the payroll card, which is a reloadable pre-paid card. Employees have the ability to access the full amount of their pay at a bank branch.

The incumbent provider, U.S. Bank, offers a solution where instant issue cards are available to employees. CCSF maintains an inventory of 200 cards. The instant-issue solution provides assurance that employees have access to their first pay.

Pre-Paid Card Solution #2 – Reloadable Cards to Non-Employees

In 2020, CCSF issued over 4,000 reloadable pre-paid cards for COVID-19 relief fund through the Human Services Agency. These cards were loaded with values ranging from \$200 to \$599 and featured the ability for CCSF to restrict card transactions by MCC code and were available to non-employees without the need provide social security numbers.

In total, \$1.2 million was loaded onto these cards. Even though this precise activity is not expected to re-occur, CCSF expects that it will require reloadable cards for other cash assistance programs moving forward and wants to understand the firm’s versatility and nimbleness of providing a solution in unexpected conditions and in particular a solution that is accessible for traditionally underserved communities.

Pre-Paid Card Solution #3 – Non-Reloadable Cards to Non-Employees

Additionally, CCSF issues approximately 550 non-reloadable cards to non-employees. These cards are sent preloaded with values ranging from \$25 to \$100.

B. REQUESTED INFORMATION

1. Key Proposed Personnel

- a. Provide the name, title, address, phone number, and email address of the primary contact person(s) assigned to this account.

Relationship Manager / Product Specialist	Routine (Day-to-Day) Requests – Individual and/or Department

- b. List the individuals who will work with CCSF on a regular basis, including the primary contacts identified above. Information must include:

Name	Proposed Role	Location	Experience with other Municipal Entities	# Years in Field	# Years with Firm	# Client Relationships Responsible For

- c. After the initial transition, how often will the primary relationship manager attend on-site meetings with CCSF staff? Describe a typical meeting agenda for this on-site meeting.

d. Customer Service for Program Administrators

- i. For routine day-to-day transactions, will a specific customer service representative or a customer service department be assigned? Provide biographical information for the individual(s) that will be assigned to this account.
- ii. What is the anticipated turn-around time for typical inquiries? What type of inquiries typically take longer to research?
- iii. Do you offer any reports, specific to an individual client, summarizing the number of inquiries made to customer service, types of inquiries made, and the turn-around time for resolution?
- iv. Describe the responsibilities of the customer service personnel, including the chain of command for problem resolution.
- v. What are the hours of operation of the customer service unit involved in supporting the proposed services?
- vi. How are relationship managers kept apprised of day-to-day requests? At what point will the relationship manager be notified and get involved if an issue can't be resolved?

e. Customer Service for Cardholders

- i. Describe the level of customer service provided to the cardholder. Is there a phone number they can call 24/7?
- ii. Is the call center different between your card solutions?

- iii. Is cardholder support provided in languages other than English? Which ones or how many?
 - iv. Are printed materials available in languages other than English or Spanish (i.e. Chinese, Tagalog)?
 - f. How will the firm keep TTX, as the department responsible for overseeing all banking activity within CCSF, apprised of issues or challenges faced by the various departments utilizing banking services?
2. Provide an overview of the firm's pre-paid card solution for the two primary use cases:
- a. Employee payroll card solution
 - b. Reloadable, Non-reloadable and digital prepaid card payments
3. Are you proposing a branded card (Visa, MasterCard)? If so, which one?

4. Payroll Card Program

- a. Employee Contact
 - i. Describe the marketing materials you provided.
 - ii. In what languages are marketing materials available?
 - iii. Describe the enrollment process including information about training materials provided to employees.
 - iv. Are employees subject to a background check? If so, is this a credit check or criminal background check?
 - v. What information is required for each individual card? Is the recipient required to provide their Social Security Number, physical address, date of birth, telephone number, other?
 - vi. Once enrolled, how will cards be distributed to employees?
 - vii. Can cards be mailed to a recipient's P.O. Box address?
 - viii. Do you provide enrollment/change forms directly to employees? Can the card holder enroll/make changes automatically (using an online or Interactive Voice Response (IVR) system)?
 - ix. Will CCSF be able to issue cards directly to employees?
 - x. Do you offer any Apple or Android downloaded apps for individuals to view balances or locate in-network ATMs? Is there a cost?

b. Operational

- i. Does the program allow for immediate on-site issuance, cancelling and loading of cards? If so, describe the process to maintain and secure an inventory of cards.
- ii. Describe the process to order cards. Can these cards be ordered through an online portal?
- iii. Does each employee get an individual account number? How will CCSF get the account number information?
- iv. Are EMV chip cards issued?
- v. Describe the process of replacing a lost card.
- vi. How can CCSF pay employees that have lost their cards and have not yet received replacement cards access funds (emergency payments)? Will balances from the lost/stolen cards be automatically transferred to the new cards?
- vii. What happens to inactive cards or cards held by terminated employees that have a remaining balance?

c. Card Functionality

- i. How many no-surcharge ATM locations does your firm maintain in the City of San Francisco?
- ii. Does your firm have partnerships with any other ATM network that cardholders can use to get free withdrawals? If yes, how many no-surcharge ATM locations are available in the State of California?
- iii. Can the employee get cash-back from an Interlink merchant (or similar supplier)?
- iv. Can the employee get cash from a bank branch?
- v. Can the employee withdraw the full amount of their pay from a bank branch? Is there any dollar threshold?
- vi. Can the employee transfer funds from the card into another type of account (or vice-versa)?
- vii. Can cardholders have access to the routing and account number associated with the card to have third-parties debit their accounts automatically for miscellaneous bills (i.e. rent, utilities, etc.)?
- viii. Can the firm ensure that no overdrafts will occur?
- ix. Can cards be used with Google/Apple Pay?

d. Reporting

- i. Identify the kind of management reports that are available.
- ii. Will the employee get monthly statements? In what format (paper, electronic) are the statements available?
- iii. Will the employee have inquiry access to their account via interactive voice response (IVR) system, the internet and/or mobile app?
- iv. Do you have a demonstration site or video tutorial of the bank's online portal that you can share?

e. Describe any fees incurred by CCSF including:

- i. Card issuance fees
- ii. Transaction fees
- iii. Administrative costs
- iv. Software (lease purchase, installation, training, customization)
- v. Standard reports
- vi. On-going technical assistance
- vii. Related training
- viii. Web capabilities, including real-time processing of applications

f. Fee Structure for Cardholder

- i. Provide a comprehensive list of all potential charges to a cardholder.
- ii. How many free withdrawals per month can a cardholder get from your ATM network or from a surcharge-free ATM?
- iii. Will the firm charge a transaction fee for using an ATM outside of your network? If yes, what is the fee?
- iv. What other ATM/network can the cardholder use to get free withdrawals?
- v. Will the cardholder be charged any point-of-sale (POS) fees for pin-based transactions?
- vi. Will the cardholder be charged for any POS fees for signature based transactions?
- vii. Will the cardholder be charged any fees for cash back from a POS merchant?
- viii. Will the cardholder be charged any fees for a declined transaction?

- ix. Will the cardholder be charged any monthly account fees?
- x. Will the cardholder be charged any fees for reloading a card with cash, checks, electronic transfer, or any other source?
- xi. Will the cardholder be charged monthly online statement fees?
- xii. Will the cardholder be charged monthly paper statement fees?
- xiii. Will the cardholder be charged balance inquiry fees?
- xiv. Are there any other fees/costs?

5. Reloadable Card Program (Non-Payroll)

a. Card Issuance

- i. What information is required for each individual card? Is the recipient required to provide their Social Security Number, physical address, date of birth, telephone number, other? If a Social Security Number is required, explain why.
- ii. Describe the process to order cards. Can these cards be ordered through an online portal?
- iii. Can the portal support file uploads for order submission?
- iv. Can the portal support bulk and direct order?
- v. Once enrolled, how will cards be distributed to payees?
- vi. Can cards be mailed to a recipient's P.O. Box address?
- vii. Do you provide enrollment/change forms directly to payees? Can the card holder enroll/make changes automatically (using an online or Interactive Voice Response (IVR) system)?
- viii. Will CCSF be able to issue cards directly to payees?

b. Operational

- i. Does the program allow for immediate on-site issuance, cancelling and loading of cards? If so, describe the process to maintain and secure an inventory of cards.
- ii. Does each payee get an individual account number? How will CCSF get the account number information?
- iii. Describe the available options of loading funds onto a card.
- iv. Are EMV chip cards issued?
- v. Describe the process of replacing a lost card.

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- vi. Will balances from the lost/stolen cards be automatically transferred to new cards?
- vii. What happens to inactive cards that have a remaining balance?
- viii. Are non-payroll reloadable pre-paid cards FDIC insured?
- ix. What types of fraud protection, if any, are available on non-payroll reloadable pre-paid cards?
- x. Can cards be used with Google/Apple Pay?

c. Card Functionality

- i. How many no-surcharge ATM locations does your firm maintain in the City of San Francisco?
- ii. Does your firm have partnerships with any other ATM network that cardholders can use to get free withdrawals? If yes, how many no-surcharge ATM locations are available in the State of California?
- iii. Can the payee get cash-back from an Interlink merchant (or similar supplier)?
- iv. Can the payee get cash from a bank branch?
- v. Can the payee withdraw the full amount of their pay from a bank branch? Is there any dollar threshold?
- vi. Can the payee transfer funds from the card into another type of account (or vice-versa)?
- vii. Can cardholders have access to the routing and account number associated with the card to have third-parties debit their accounts automatically for miscellaneous bills (i.e. rent, utilities, etc.)?
- viii. Can the firm ensure that no overdrafts will occur?
- ix. Does the City have the ability to restrict transactions by merchant category code (MCC) (i.e. liquor stores)?

d. Reporting

- i. Identify the kind of management reports that are available.
- ii. Will the payee get monthly statements? In what format (paper, electronic) are the statements available?
- iii. Will the payee have inquiry access to their account via interactive voice response (IVR) system, the internet and/or mobile app?

- e. Describe any fees incurred by CCSF including:
 - i. Card issuance fees
 - ii. Transaction fees
 - iii. Administrative costs
 - iv. Software (lease purchase, installation, training, customization)
 - v. Standard reports
 - vi. On-going technical assistance
 - vii. Related training
 - viii. Web capabilities, including real-time processing of applications
- f. Fee Structure for Cardholder
 - i. Provide a comprehensive list of all potential charges to a cardholder.
 - ii. How many free withdrawals per month can a cardholder get from your ATM network or from a surcharge-free ATM?
 - iii. Will the firm charge a transaction fee for using an ATM outside of your network? If yes, what is the fee?
 - iv. What other ATM/network can the cardholder use to get free withdrawals?
 - v. Will the cardholder be charged any point-of-sale (POS) fees for pin-based transactions?
 - vi. Will the cardholder be charged for any POS fees for signature based transactions?
 - vii. Will the cardholder be charged any fees for cash back from a POS merchant?
 - viii. Will the cardholder be charged any fees for a declined transaction?
 - ix. Will the cardholder be charged any monthly account fees?
 - x. Will the cardholder be charged any fees for reloading a card with cash, checks, electronic transfer, or any other source?
 - xi. Will the cardholder be charged monthly online statement fees?
 - xii. Will the cardholder be charged monthly paper statement fees?
 - xiii. Will the cardholder be charged balance inquiry fees?
 - xiv. Are there any other fees/costs?

6. Non-Reloadable Cards

- a. What is the minimum information required to issue cards?
- b. How are cards issued and loaded (i.e. will CCSF have access to an inventory of cards or does cards have to be ordered in certain denominations)?
- c. Will the cardholder have inquiry access to their account via interactive voice response (IVR) system and/or the internet?
- d. If funds are loaded onto the card, does the card expire or monthly fees assessed to the cardholder after some time period?
- e. Fee Structure for the City
 - i. Detail all required and potential fees for the City to issue and administer non-reloadable cards

7. Implementation / Conversion

- a. Provide a detailed conversion plan for transitioning the services in this Module to your firm. Include the estimated length of time for the transition and the amount of effort required by CCSF's staff.
- b. Who will be responsible for coordinating the transition? If a conversion team is used, how will CCSF's account be transitioned to the ongoing client service team?
- c. What lessons has the firm learned from similar implementations that can be applied to implementing services with CCSF? What recommendations do you have for CCSF based on past implementation experiences?
- d. Indicate the firm's plans for initial and ongoing education and training of CCSF employees in the use of your firm's systems.
- e. Does the firm offer any file translation service that would allow CCSF to send a file in its preferred/standard format and the firm reformats the file, if necessary, for processing?
- f. For incumbent banks, describe your plan to continuously improve service and implement new services to enhance CCSF's operations.

8. New Services & Ideas

- a. Describe any additional services (i.e. a savings "wallet", sub-account, secondary cards) that may be available.
- b. Provide any additional information that you believe to be pertinent but not specifically requested elsewhere in the RFP.

9. Pricing

- a. For how long will the firm guarantee the proposed fees for this Module?

10. References

- a. Provide a minimum of at least three (3) current professional references who may be contacted for verification of your professional qualifications to meet the requirements

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set forth herein. CCSF strongly prefers references from governmental entities similar in size and requirements to CCSF. Include the:

- i. Name of the entity
- ii. Name, phone number and contact person within the above listed organization
- iii. Type of product/service provided
- iv. Date(s) the services were furnished

C. PRICING PRO FORMA

Firms must provide a completed pro forma (Attachment D).

The price schedule should include any one-time or set-up charges, research fees and all other fees that may be charged. CCSF reserves the right not to pay any fees that are not disclosed during this RFP process if your firm becomes the selected vendor.

V. Evaluation and Selection Criteria

A. Minimum Qualifications

Proposals should clearly demonstrate that the qualifications are met. Insufficient or incomplete information may result in a proposal being considered non-responsive and may not be eligible for award of the contract. If required information is complete, but the department determines that the proposer does not meet minimum qualifications, proposer may be deemed non-responsive.

B. Selection Criteria

The proposals will be evaluated by a selection committee comprised of parties with expertise in Banking Services. The City intends to evaluate the proposals generally in accordance with the criteria itemized below.

C. Scoring

The evaluation will be in two phases. The total score of Phase One (180 points) for each Module will determine a short-list of firms for each Module that will be invited to make a finalist presentation.

Firms making a finalist presentation will be awarded points for Phase 2 (60 points).

Firms will not be provided their score for any phase of the Evaluation prior to the award notification.

Phase One Scoring – Written Proposal

The first phase of scoring shall consist of a score on a 180-point scale using the criteria in the following table:

Element / Criteria	Module 1 Primary Collection and Disbursement Bank	Module 2 Secondary Disbursement Bank	Module 3 High Volume Coin and Currency Bank	Module 4 Specialized Reporting Bank	Module 5 Electronic Payables	Module 6 Pre-Paid Cards
Minimum Qualification	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail
Financial Strength Points awarded based on an evaluation of the firm’s financial strength and condition to serve as a depository agent for the City and County.	10.0	10.0	10.0	10.0	10.0	10.0

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<p>Community Reinvestment Plan</p> <p>Points awarded based on an evaluation of the firm’s commitment to strengthening community reinvestment efforts and plan to execute on that commitment.</p>	10.5	10.5	10.5	10.5	10.5	10.5
<p>Community Reinvestment Activities</p> <p>Points awarded based on an evaluation of the firm’s activities among low-income and black, indigenous, and people of color communities, including lending, investment, and service offerings.</p>	7.5	7.5	7.5	7.5	7.5	7.5
<p>Corporate Citizenship, COVID-19 Crisis Response, and Subprime Lending, Fringe Finance & Sales Incentives</p> <p>Points awarded based on an evaluation of the firm’s corporate citizenship including enforcement actions, support provided to all communities during the response to COVID-19, and potentially harmful products offered.</p>	12.0	12.0	12.0	12.0	12.0	12.0
<p>Cost</p> <p>Points awarded for competitive pricing and competitive compensation proposal. This includes proposed fees, interest rates on balances, and rebates.</p>	40.0	40.0	40.0	40.0	40.0	40.0
<p>Service/Products & Ability to Meet Operational Requirements</p> <p>Points awarded to firm’s ability to meet and satisfy the City and County’s</p>	50.0	35.0	50.0	50.0	45.0	40.0

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banking and payment requirements efficiently, accurately, and timely and the firm's ability to enhance the City and County's treasury operations through efficient bank products and services.						
Firm Experience and References Points awarded based on reference checks and experience in banking with government agencies.	10.0	10.0	10.0	10.0	10.0	20.0
Customer Support Points awarded for the firm's ability to provide a relationship management team with experienced customer support agents and online service and support capabilities.	15.0	15.0	15.0	15.0	10.0	20.0
Security & Regulatory Compliance Points awarded on the firm's security protocols for protecting and assessing client data. Adequate insurance coverage.	5.0	10.0	5.0	5.0	5.0	5.0
Transition Points awarded for thoroughness and effectiveness of the firm's service implementation plan and adequacy of designated resources and timeline.	20.0	30.0	20.0	20.0	30.0	15.0
TOTAL	180.0	180.0	180.0	180.0	180.0	180.0

Phase Two Scoring – Presentation Scoring

Firms making a finalist presentation will be awarded up to 60 points for Phase 2. Phase 2 will entail firms making at minimum a demonstration of their online reporting platform, addressing social responsibility concerns, identifying key personnel that will work on this

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engagement, and highlighting key aspects of their proposal response. Additional instructions will be given when Respondents are invited to make their presentation.

The Final Score will be the combined computed score of Phases One and Two as the sum of the total points out of a possible 240.

VI. Pre-Proposal Questions and Contract Award

A. Submission of Questions

Question and Answer Period

Proposers shall submit all questions concerning this Request for Proposal in writing by email only during the Question and Answer Period, ending February 10, 2021, no later than 4:00 pm PST and directed to the following email:

ttx.rfp@sfgov.org

Questions and Answers will be posted publicly. It is the responsibility of the Proposer to check for any RFP Addendums, Q&A postings, and other updates which will be posted on the City Partner website and the Office of the Treasurer & Tax Collector website:

<http://www.sftreasurer.org/about-us/request-proposals>

<https://sfcitypartner.sfgov.org/pages/Events-BS3/event-search.aspx>

Proposers who fail to do so will waive all further rights to protest, based on these specifications and conditions.

Restricted Period

A "restricted period" will be in effect from the release date of this RFP until the contract is finalized. During this period, all proposers and any representatives acting on their behalf are prohibited from contacting any CCSF official regarding the RFP other than for the purpose of submitting written questions as directed in the preceding paragraph A.

B. Contract Award

TTX will select a proposer with whom TTX staff shall commence contract negotiations. The selection of any proposal shall not imply acceptance by the City of all terms of the proposal, which may be subject to further negotiations and approvals before the City may be legally bound thereby. If a satisfactory contract cannot be negotiated in a reasonable time TTX, in its sole discretion, may terminate negotiations with the highest ranked proposer and begin contract negotiations with the next highest ranked proposer.

VII. Terms and Conditions for Receipt of Proposals

A. Errors and Omissions in RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify the Department, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the Department promptly after discovery, but in no event later than 72 hours prior to the date that proposals are due. Modifications and clarifications will be made by addenda as provided below.

B. Objections to RFP Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not less than 72 hours prior to the RFP deadline, provide written notice to the Department setting forth with specificity the grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

C. Change Notices

The Department may modify the RFP, prior to the proposal due date, by issuing an Addendum to the RFP, which will be posted on the website. The proposer shall be responsible for ensuring that its proposal reflects any and all Bid Addendum(s) issued by the Department prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer consult the website frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Bid Addendum(s). It is the responsibility of the proposer to check for any Addendum, Questions and Answers, and updates, which will be posted on the City Partner website and Office of the Treasurer & Tax Collector's website:

<http://www.sftreasurer.org/about-us/request-proposals>

<https://sfcitypartner.sfgov.org/pages/Events-BS3/event-search.aspx>

D. Term of Proposal

Submission of a proposal signifies that the proposed services and prices are valid for 180 calendar days from the proposal due date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity. At Proposer's election, the proposal may remain valid beyond the 180 day period in the circumstance of extended negotiations.

E. Revision of Proposal

A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before, but no later than the proposal due date and time.

In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.

At any time during the proposal evaluation process, the Department may require a proposer to provide oral or written clarification of its proposal. The Department reserves the right to make an award without further clarifications of proposals received.

F. Errors and Omissions in Proposal

Failure by the Department to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

G. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the City and may be used by the City in any way deemed appropriate.

H. Proposer's Obligations under the Campaign Reform Ordinance

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- the officer's re-election campaign
- a candidate for that officer's office
- a committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.

2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.

For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

I. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

J. Public Access to Meetings and Records

If a proposer is a non-profit entity that receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L. The proposer must include in its proposal (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to proposer's meetings and records, and (2) a summary of all complaints concerning the proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the proposer shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in proposer's Chapter 12L submissions shall be grounds for rejection of the proposal and/or termination of any subsequent Agreement reached on the basis of the proposal.

K. Reservations of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Proposals;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;

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5. Procure any materials, equipment or services specified in this RFP by any other means; or
6. Determine that no project will be pursued.

L. No Waiver

No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

VIII. Contract Requirements

A. Standard Contract Provisions

The successful proposer will be required to enter into a contract substantially in the form of the Agreement for Professional Services, attached hereto as Appendix B. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another firm and may proceed against the original selectee for damages.

B. Contract Term

It is CCSF's intent to award the contract(s) for an initial 5-year period with the option to renew it for additional three-year and two-year periods, for a possible total contract term of 10 years. The decision to renew the contract(s) will be at the sole discretion of CCSF.

Successful proposers must agree to fix contract fees for at least the first 5 years. If the firm intends to revise its fee schedule after the initial period, it must give written notice to CCSF at least 90 days in advance of any fee change. Fees may be changed only on the contract anniversary date. These fees are subject to negotiation and approval by CCSF and may not exceed the annual consumer price index-urban (CPI-U) for the most recently available 12-month trailing period.

C. Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the CMD's website at <http://sfgov.org/cmd/>.

D. Minimum Compensation Ordinance (MCO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements. For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract.

Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

E. Health Care Accountability Ordinance (HCAO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

F. First Source Hiring Program (FSHP)

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at <http://oewd.org/first-source> and from the First Source Hiring Administrator, (415) 701-4848.

G. Conflicts of Interest

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.

IX. Protest Procedures

A. Protest of Non-Responsiveness Determination

Within five working days of the City's issuance of a notice of non-responsiveness, any firm that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day following the City'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 City to determine the validity of the protest.

B. Protest of Non-Responsible Determination

Within five working days of the City's issuance of a notice of a determination of non-responsibility, a vendor that would otherwise be the lowest responsive proposer may submit a written notice of protest. The vendor will be notified of any evidence reflecting upon their responsibility received from others or adduced as a result of independent investigation. The vendor will be afforded an opportunity to rebut such adverse evidence, and will be permitted to present evidence that they are qualified to perform the contract. Such notice of protest must be received by the City on or before the fifth working day following the City's issuance of the notice of non-responsibility. 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 City to determine the validity of the protest.

C. Protest of Contract Award

Within five working days of the City's issuance of a notice of intent to award the contract, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day after the City's issuance of the notice of intent to award.

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 City to determine the validity of the protest.

D. 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 City received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to: **ttx.rfp@sfgov.org**

Appendix A

**Standard Forms for Successful Vendors
(These Documents will be required from firms invited back for
Phase 2 – Finalist Presentations.)**

A. How to become Eligible to Do Business with the City:

Before the City can award any award any contract to a contractor, all vendors must meet the minimum requirements described below. There may be additional requirements placed upon a vendor depending on the type of good or service to be purchased.

B. Mandatory Forms for Successful Vendors:

At a minimum, in order to become eligible to do business with the City, a vendor must complete the following steps via the City’s supplier portal located at <https://sfcitypartner.sfgov.org/>:

1. Become a Registered Bidder
2. Complete a San Francisco Business Tax Registration
3. Complete a 12B Equal Benefits Declaration

Detailed instructions on how to become an eligible to do business with the City can be found here: [A Step by Step Guide to Becoming an Approved Supplier](#).

C. Vendor Eligibility and Invoice Payment:

Vendors must have a City-issued vendor number, have all compliance paperwork submitted and approved by the City, and have an executed contract or purchase order before payments can be made. Once a vendor number has been assigned, an email notification will be provided by the City. This notification will include instructions on how to sign up to receive payments through the City's supplier portal located at <https://sfcitypartner.sfgov.org/>.

D. Supplemental Forms:

Finalists who are invited to Phase 2 of the RFP may be required to provide the following forms, as applicable.

Form:	Required If:
Minimum Compensation Ordinance (MCO) Declaration	You have at least \$25,000 (\$50,000 for non-profit organizations) in cumulative annual business with a City department or departments and have more than 5 employees, including employees of any parent, subsidiaries and subcontractors.
Health Care Accountabilit Ordinance (HCAO) Declaration	You have at least \$25,000 (\$50,000 for non-profit organizations) in cumulative annual business with a City department or departments and have more than 20 employees (more than 50 employees for nonprofit organizations), including employees of any parent, subsidiaries or subcontractors.
Insurance Requirements (pdf)	The solicitation requires the successful proposer to demonstrate proof of insurance.

For further guidance, refer to the City’s supplier training videos that are located online at: <https://sfcitypartner.sfgov.org/>