Property Tax Solution RFP#TTX2017-09
Questions and Answers (Updated 12/1/2017)

Letter of Intent to Bid due December 8, 2017 @ 3:00 PM
Proposals due 3:00 pm, Jan. 2, 2018

The Offices of the Treasurer and Tax Collector and Controller received the following questions by the deadline November 17, 2017. Questions are verbatim from emails received by these offices.

October 27, 2017:

1. Can Proposers apply for both RFP #TTX2017-09 and RFP #ASR2017-01?

Proposers can apply for both.

2. Will applying for both improve or harm a Proposer's scores for each project?

Both RFPs are scored separately. Applying to one or both will not influence final scores.

3. What happens if a Proposer has the highest scores for both RFPs?

The Proposer with the highest scores for both RFPs may proceed with contract negotiations on both projects.

4. What happens if the Proposer has the highest score for only TTX2017-09?

The Proposer with the highest score may proceed with contract negotiations on the TTX2017-09 project. If contract negotiations with that Proposer are successful, the selected Proposer solution will be expected to work with the solution for the ASR2017-01 project.

October 30, 2017:

5. Whether companies from Outside USA can apply for this? (like, from India or Canada)

There are no limitations on Proposer location. If the Proposer meets the minimum requirements, the Proposer is encouraged to apply.

6. Whether we need to come over there for meetings?

Proposer will be required to perform demonstrations and attend interviews as part of the RFP process. If chosen, Proposer must attend procurement meetings at the Offices of the Controller or Treasurer and Tax Collector for key components of implementation including testing, training and go-live activities.

7. Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)

See response to question four (4). In addition, City data may NOT be transmitted/hosted off shore.

8. Can we submit the proposals via email?

No. Proposals must be submitted as follows:

- One (1) hard copy of Letter of Intent to Bid with Signatures (Template J)
- One (1) complete original hard copy of Submission Coversheet with signatures
- One (1) set of hard copy CMD Forms bound separately.
- Ten (10) complete hard copies of Proposal, single sided
- One USB flash drive containing Proposer's entire Proposal including CMD forms. The electronic files must be clearly labeled with the Proposer's name. All files must be submitted in unprotected PDF, Word or Excel format.

October 31, 2017:

9. I'd like to know fi the City is thinking of an application solution for the RFP below.

The City does not have an application it prefers. This is an open request for proposals and all viable solutions are welcome to compete.

10. We do not meet the minimum qualification requirement for annual revenues and employee count (Template A, Section 1B). However, we have significant experience in providing software services for property tax systems in California. We also have a property tax solution that meets the needs of this RFP. Therefore, we would like to know if the revenue and employee requirement can be waived so that we may respond to this RFP.

The Prime contractor must meet the Minimum Qualifications. Any Proposal that does not demonstrate that the Proposer meets the Minimum Qualifications listed in RFP at the time of Proposal submission will be considered nonresponsive and will not be evaluated or eligible for award of any subsequent contract(s) for the requested system or services. Firms may partner with Prime contractors that meet the Minimum Qualifications.

November 1, 2017

11. Had a question for you on the RFP released for the Property Tax Solution – I saw that the current central Property Tax System is CICSP and has been in use for 20+ years, but are any outside vendors under contract to provide operational and service assistance for the property tax system or is everything handled in-house by City employees?

The current property tax system is supported exclusively by the Office of the Treasurer and Tax Collector employees.

12. Would the City and County of San Francisco consider extending the Deadline for Proposals?

The City is adjusting its dates. Please refer to one of the following websites for the latest schedule information:

http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=12505

http://sftreasurer.org/about-us <Request for Proposals>

November 13, 2017

13. My company, Two Rivers Corp., is a certified LBE in San Francisco and we provide change management and project coordination services. We are very interested in partnering with a Prime vendor on the Property Tax Solution RFP, however, we don't see a pre-bid conference which is where we typically find prime vendors.

Will you be publishing a list of vendors who will be bidding so that we may reach out and offer our services as an LBE?

The City will publish a list of Proposers after each submits an intent to bid letter by December 8, 2017.

November 17, 2017

14. Does the City currently host any existing application(s) on Cloud based hosting platforms like AWS, Azure? If yes then which one?

Yes. Salesforce and Oracle cloud based solutions.

15. How many approximate lines of code are there in COBOL in current system CICSP?

This question is not relevant to this RFP.

16. Attachment E, Page 2, Section 1.0: "Additionally, the City's property assessment and tax business needs continue to evolve to meet changing business and legal requirements. As a result, the Offices of the Assessor-Recorder, Controller and Treasurer and Tax Collector have leveraged a variety of standalone systems, spreadsheets (both standard and custom made), and other tools to conduct, track, maintain, and report on various functions not available"

How many custom excel and standalone systems are currently in use? Can you also provide some information on the scale of use and complexity of the same? Is it expected that we migrate data from those excel/systems and if yes, should that be part of the estimate?

Please review use cases for functionality to replace custom excel and standalone systems currently in use. No data from the existing excel sheets will need to migrate into the new system.

17. Attachment E, Page 10, 4.1.5: "BI/Analytics Tool (Oracle BI)" Does the City use only Oracle BI as analytics tool or flexible to use any other analytics solution?

The strong preference is to leverage existing licenses, which include Oracle BI and Microsoft BI.

18. Is OnBase used as the document management system or as a document generation solution or both? Are Adobe AEM and Hyland OnBase the allowed document generation solutions or can we propose an alternative system? Or should we assume that Hyland will continue to exist and no document or content migration is to be performed within the tax system?

Hyland OnBase is both a document management system as well as a document generation solution for small print jobs; Adobe AEM is used for large bill production including the annual property tax mailing. Both will continue to exist as the Office of the Treasurer and Tax Collector collects for several departments and has centralized processes through these systems. Proposers must integrate Hyland OnBase and Adobe AEM into their proposed solution.

19. Template C, 1.1.5 (2): Can you describe in more detail what visibility you are expecting into the calculation? Are you expecting linkage to the calculation use for the value or do we need to store the calculation in the record?

All Controller's Office use case calculations must be traceable to provide auditors and other taxing entities visibility into the mathematical operations and numerical values used to calculate revenue allocations, tax rates, pass throughs, and infrastructure financing district tax increment, among others. Users must be able to "see the math" and it must be stored in the record.

20. Template C, 3.3.3 (2d): Which payment processor does the system need to integrate with or is your cashiering system the payment processor?

Wausau Financial systems is our payment processor; all payments go through the payment processor including online payments which are currently contracted with FIS, subject to change.

21. Template D INT 6 - 12: Can you please describe in more detail how the system is supposed to integrate with this system (i.e., including protocols such as SOAP, REST), frequency (i.e., batch or real-time), and identify the data sets that need to be synchronized (i.e., Account, contact including number of fields to be synchronized)?

Currently all interfaces are flat files moved during a nightly batch process. Describe your integration capabilities that support both batch or real-time movement of data, per use cases and Attachment E.

22. Template D INT-15: Can you please describe how the system should compare saved data against the Cashiering system?

This requirement will be removed. Please focus reconciliation and balancing responses on question 3.2.3 in Template C-Functional Approach.

23. Template D FND-11: Can you please explain the requirement, "The system shall provide the special assessment Agency with a spreadsheet template for initial and bulk charge edits." What is the intent of the spreadsheet and can this functionality be provided in another way?

The Solution will provide Special Assessment Agencies a platform to batch upload charges for addition to the annual secure property tax bill. Currently over 900,000 separate charges are added to bills through an Excel file data load.

24. Template D FND-89: Is there any parsing of the data from the debt document into the system, or are the documents just used for reference?

The system needs to capture debt service schedule information, including principle and interest amounts and due date, which are needed to calculate the tax rate.

25. Template D APP-08: Are records already tied to Taxing entity jurisdictions? What GIS integration is required?

Yes, by tax rate area. None.

26. Template D BIL-12: Describe the technical processes when a notification from the Bureau of Delinquent Revenue System will be received.

The preferred solution would receive a file of accounts that are currently in bankruptcy and take appropriate actions.

27. Does an existing middleware solution exist that can be leveraged by the vendor?

Yes, TTX utilizes MS SQL as a middleware solution for multiple solutions including Adobe AEM, Hyland OnBase and the online payment gateway.

28. Template E: 1.4 - Does the proposed solution need to push data into the Oracle Business Intelligence system? What existing tools are in place to consume data into Oracle BI? Does the proposer need to assume an integration push or a pull from Oracle BI? Does the proposer need to include BI tools and capabilities in our proposal?

Currently, Oracle BI is not utilized with property tax data. This requirement asks if the Proposal can integrate with Oracle BI allowing CCSF to leverage existing enterprise licensing. Respond with potential capabilities.

29. Template E: 1.5 Scalability and Extensibility - What are the current data and document volumes? How are they growing over time?

Currently, there are over 220,000 parcels; parcel counts grow incrementally. Approximately 300,000 bills, notices and letters are produced through Adobe AEM and saved in Hyland OnBase.

30. Template E: 1.6 Regulatory and Security - what specific regulatory and security requirements do the solution need to comply with? Are there any federal / regulatory reports that are created and filed?

The System will, at a minimum, provide a mechanism to comply with applicable regulations, security and safeguard requirements as defined by County / State / Federal standards and guidelines.

31. Template E: 1.7.1 Technical environments - What is your standard regarding environments that should be provided with the solution or are you relying upon the vendor to provide a recommendation? Can you provide a description of which environment are provided for each of the interfacing systems?

The City anticipates the vendor will make recommendations based on number of users, parcel records, transactions and system robustness (response time). The City is a Windows based virtual environment with a SQL database. Proposers should also consider load balancing, database security and application redundancy (in the case of disasters). Currently, data moves through the mainframe as tax (batched) extracts.

32. Template E: 1.8.4 Can you please describe in further detail your expectations for event management and monitoring?

Hyland OnBase provides a workflow utilized for payment exceptions; Adobe AEM is the product used for development and monitoring of bills. The property tax solution will provide dashboards and reports configured to alert age, volume, roll, staffing and other markers to achieve post conditions outlined in the use cases.

33. Template E 2.2.1 There is no Regulatory and Security Worksheet tab in Template D. Can you share the same?

The "Regulatory and Security" section of Template D was removed. Proposers should focus on articulating proposed Solution's approach to adhere to or enable state/federal regulations and county policies.

34. RFP Page 10: "The City is seeking a COTS (Commercial Off the Shelf) system offering and has a strong preference for minimizing the level of required customization during the implementation of this solution"

    Has a detailed Build v/s Buy (COTS) v/s Hybrid evaluation been conducted against the documented City Tax System Use Cases? If yes, is the final decision to go with Buy (COTS) or is there intent to conduct a further evaluation at the conclusion of the Detailed Requirements Phase?

There is no intent to seek further evaluation. The intent is to seek COTS.

35. Did the City evaluate solutions that could meet its requirements through vendor demonstrations leading up to the RFP release? If so, what types and names of solutions and vendors were evaluated?

The Offices of the Treasurer and Tax Collector and Controller conducted a market scan resulting in conversations with and demonstrations by Thompson Reuters and Grant Street. No solution was evaluated.

36. Is there a list of collaborative tools that the city prefers to use?

The City has no preference.

37. RFP Page 1 - "Intent of this RFP": "It is imperative that the proposed system be compatible and integrated with the City's Assessor's system that is currently in procurement RFP# ASR 2017-01."

   Given the interfacing needed with the Property Assessment Solution procured as part of the RFP# ASR 2017-01, the project timelines and dependencies need to be synchronized. As a response to this RFP, does the vendor need to make some assumptions on the timeline and the dependencies with the Assessor System replacement and document the same?

Coordinated timelines and scheduled data transfers from the Assessor system to the Property Tax system are a necessity for a successful go-live for the Property Tax solution. Tax functions are dependent on data from the assessor functions and post go-live the Proposer must ensure regular, successful data transfers between systems. The Proposer will need to make and document their assumptions at this stage.

38. RFP, Page 8, Section 1.5 - "Issues with Current Environment": On the current CICSP legacy system, has there been any recent analysis conducted on data quality and integrity and have any issues been uncovered? If yes, how prevalent and severe are these issues and can this be provided? Should the vendor plan for data cleansing as part of their service offering and include in this RFP or is this activity out of scope of the RFP?

There are no data integrity issues with the current tax system. However, the Proposer is advised to plan on ensuring the existing tax data fits in its solution schema. For example, your system must be able to accept block and lot information as-is.

39. Template F: 1.2: What is the client's expected participation in the data quality and data clean-up effort?

The City will be engaged in full data migration and clean-up efforts. Most of the data has been normalized and exists in a SQL database.

40. Template F: 2.0 Future State System Environment - Page 187:"Incorporated into these goals is the desire to reduce/eliminate the need for the spreadsheets and tools that are currently being used to augment the legacy technology"

   What should our assumption be around how much the future state processes will change from the supplied current state process flows and use cases? Should we base our estimates and plan on the supplied current state processes and use cases? If not, what level of business process re-engineering and automation should be expected and should that effort be included in our response?

The City is open to changing business processes to best utilize a new system capable of producing post conditions described in the use case.

41. Is the expectation that the new application will be accessible to anyone outside the County Employees (like property owners, other government officers)? If yes, is that part of scope? Does the City expect registration as part of the new application? Is the expectation that the application is accessible from any public network or only within the County network?

No.

42. Can you provide additional non- functional requirements - e.g. Total number of expected users of the system by user type and approximate number of concurrent users?

The City anticipates approximately 200 Office of the Treasurer and Tax Collector, 50 Controller's Office and 200 Office of the Assessor-Recorder staff will need to access the system.

43. Does the City expect single sign-on across various applications like AEM, Assessor System?

No.

44. Did the City use a vendor to help develop the RFP? If so, can you please share the name of the vendor?

Gartner assisted in the development of this document.

45. What is the project team structure from the city?

Executive sponsors (Treasurer, Tax Collector, and Deputy Treasurer), Project Director, Project Manager, Subject Matter Experts and IT.

46. Can you share any time periods during the year where there are peak periods or constraints from the City/County resources?

None. The City staffs to support both the project and day-to-day operations.

47. Template C, 1.1.4: Can you describe the audit trail capabilities that are expected (I.e., all system changes, record views)? How long does the audit history need to be kept? Can you describe the use cases around mass data purge?

The audit trail must be maintained for the life of the system.

48. Template C (General): How many different types of letters must be generated? What is bill generation system?

Approximately 300,000 bills, notices and letters are produced through Adobe AEM and saved in Hyland OnBase. Bill types include the annual secured (210,000), escape (secured 6,500 and unsecured 3,000), supplemental (secured 15,000 and unsecured 2,500), unsecured personal property (35,000) and insufficient funds (1,000). Notices include plan reminders (2,000), delinquency (15,000), redemption (5,000), power to sell (1,000) and tax auction (500). Letters include waiver (500) and other notifications.

49. Template D TEM 11: What is your document management repository? Does the document management repository have the ability to OCR Capture documents, both scanned an electronic and are you licensed for the OCR capabilities?

Hyland OnBase. Yes. Yes.

50. Template D DAT 12: C: Can you provide a listing of specifically which actions or event should be captured in the audit trail? How long must the audit events be stored?

No. This is dependent on product functionality.

51. How many total reports are required? Can you provide a complexity assessment breakdown for the reports?

Please refer to use cases for description of reports and post conditions.

52. How many different document types are required? Can you provide a complexity assessment for each document?

Please refer to use cases for post conditions and answer to question 48 for bill, letter and notice information.

53. Can you provide contact information for the Hyland OnBase Consulting firm or in-house resources who can assist with the integration to the proposed system?

If contracted, all contacts will be provided. Hyland OnBase is configured internally and with outside resources.

54. Can you provide more details on the scope of data migration from the legacy system? What data will be provided and in what format?

Data migration will be limited to records defined by the City's record retention policy, but will not include the entire universe or history of data. Refer to the Attachment I – File Formats to better understand the data elements involved in property tax collections. Final formats will be determined with the vendor awarded the contract.

55. How are PII and data security handled today and what are the expectations from the new system?

Currently the mainframe is accessible through TSO security and user passwords per application. The City's expectation for a new system is that user access and data entry abilities will be based on the roll of the user, with database encryption and user identification set up for gaining access.

56. If we are fortunate enough to move forward to the Proof of Concept Demonstrations, when would we expect to receive the instructions, script and data to be used? Will everyone receive the information and data the same number of days out from their demo date so that everyone has the same amount of preparation time?

The City intends to contact Proposers to schedule demonstrations the week of January 8, 2018; instructions would follow afterwards, ideally providing Proposers at least five weeks to prepare. Yes, everyone will be given the same amount of time to prepare.

57. Pursuant to RFP #TTX2017-09, Proposers have been requested to provide certain responsive information related to depth descriptions, use cases, process workflows, etc., which certain Proposers may consider to be confidential trade secret information or

otherwise exempt from public disclosure under the California Public Records Act
(California Government Code §§ 6250 through 6276.48).

If a Proposer marks information that it considers to be confidential trade secret
information accordingly, will the City and County of San Francisco take measures to
protect such information from public disclosure if there is a public disclosure request, but
the information fits into one of the exemptions from disclosure under the California Public
Records Act (California Government Code §§ 6250 through 6276.48)?

If so, what measures will the City and County of San Francisco take to protect such
information? Are there any other measures beyond marking the applicable information
as confidential a Proposer can or should take to protect confidential trade secret
information it provides as part of its RFP response from disclosure?

Contracts, contractors' bids, responses to requests for proposals and all other records of
communications between the department 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 benefit until and unless that person or
organization is awarded the contract or benefit.

Any material that a Proposer considers confidential but does not meet the disclosure exemption
requirements of applicable public disclosure law, including but not limited to the San Francisco
Sunshine Ordinance and the California Public Records Act, should not be included in the
Response Team's Proposal, as it may be made available to the public.

Proof of concept live demonstration will not be subject to disclosure.

58. Template C: Functional Approach, Section 2.3.2 Use Case: Cancellation of Penalties
and/or Fees. Is this the correct header for this section?

Yes.

59. Template E: Technical Approach, Section 2.3 Regulatory / Policies refers to
"state/federal regulations and County policies, including those listed under the
Regulatory & Security worksheet tab in Template D: Requirements Response Matrices."
We do not find a "Regulatory & Security" tab within Template D. Please advise.

See answer to question 33.

60. Template D: Requirements Response Matrices, TEM-02 reads "The system shall have
the capability to store and utilize template types including". Is this an incomplete
question?

This is a typo. Please disregard the word "including."

61. Stage 2 - Proposer Proof of Concept Demonstration (RFP, page 14) states that the City
will provide each Proposer with a data set in advance of the demonstration. How much
time will be allowed for loading and preparing the data once we receive from the City?

See answer to question 56.

62. If the solution being proposed is a SaaS solution, would only the SaaS Sample Template (Form P-648) in Attachment G apply or would provisions from Attachment F - Professional Services Sample Template (Form P-600) apply as well?

Yes, they would apply as well.

63. Has the government identified a COTS solution that fulfills all the requirements of Property Tax Solution RFP #TTX2017-09? If yes, please provide what the identified COTS solution is.

See answer to question 9.

64. If a solution has not yet been identified, would the government be open to an alternative solution that addresses the requirements identified?

See answer to question 9.