STATE OF NEW YORK
DEPARTMENT OF TAXATION AND FINANCE
Office of Budget & Management Analysis
Bureau of Fiscal Services
Building 9, Room 234
W.A. Harriman Campus
Albany, NY 12227

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Budget & Accounting Services

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April 14, 2015

Response to Round 1 Bidder Questions and Amendment #2
For Request for Proposals (RFP) 14-05 COLLECTION SERVICES FOR DELINQUENT TAX DEBT

To All Potential Bidders:

Attached are the Department's responses to Questions received for Round 1 of the above referenced RFP.

The Department is also issuing Amendment #2 to:

- Amend the Schedule of Events
- Amend the Preface section B to repair a link
- Amend page 70 – Proposal Submission letter "e"

Replacement pages are attached after Question Responses. All deletions are shown as shaded, strike-through text; all additions are made in red text.

The Department will issue an Amendment to the RFP prior to the deadline for the second submission of Bidder Questions.

All other requirements and conditions remain as indicated in the RFP.

#	RFP Section	RFP Page #	Question	Answer
1			Please confirm the due date for this procurement is **5/15/2015**.	See amended Schedule of Events.
2			What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?	For fiscal year ending March 31, 2015, $1,095,303 was paid to our current contractor. Our current contract is only for “soft-collections” and does not include Litigation Services.
3			Please describe your level of satisfaction with your current vendor(s), if applicable.	The Department agreed to and completed two one-year renewals after the initial three year contract term.
4			Can you please provide a greater description of the specific kind of receivables to be placed for collection?	Placements will consist of a random mix of cases in terms of all the characteristics described in Section II.D. Case Characteristics and Exhibit 1 – Case Characteristics of the RFP.
5			To what extent are these accounts owed by private consumers versus commercial businesses?	Refer to page 76: Exhibit 1 - Case Characteristics.
6			What is the average age of accounts at placement (at time of award and/or on a going-forward basis), by category?	Refer to page 77: Exhibit 1 – Case Characteristics
7			What is the monthly or quarterly number of accounts expected to be placed with the vendor(s) by category?	The Department does not have any specific expectations. Ongoing monthly placements will be based on the number of cases resolved and returned by the Contractor.
8			What is the monthly or quarterly dollar value of accounts expected to be placed with the vendor(s) by category?	See Answer to Question 7.
9			If applicable, will accounts held by any incumbent(s)	The initial case placement will contain a random

#	RFP Section	RFP Page #	Question	Answer
			or any backlog be moved to any new vendor(s) as a one-time placement at contract start up?	mix of cases. It is the Department's intention to give cases previously assigned to the incumbent lower priority for initial placement.
10			Why did you never award contracts for RFP 09-31 for Out of State Collection Services for Delinquent Tax due on 02/05/2010?	The Department re-evaluated its needs and elected to withdraw RFP 09-31 for Out of State Collection Services for Delinquent Tax Debt.
11	II. Inventory. "Background"	14 and 27	What is the overall volume of accounts (number of accounts and total dollars) that you anticipate referring to the contracted vendor for collections both yearly and monthly? Pg. 27 refers to initial placements of 50,000 is there a reason this figure is a lot lower than the volume specified on pg. 14?	Only a portion of the total pool of cases available will be immediately placed. The remaining portion may be placed over time depending on the rate of resolved and returned case. Please see Section M. Inventory Retention, page 27.
12	General	14 and 27	Who is your current vendor?	Pioneer Credit Recovery, Inc.
13	General	N/A	What is/are the current commission rate(s) contracted with your current collection agency?	This information may be deemed proprietary by the Contractor. Therefore, the Department cannot release this information.
14	General	N/A	Have the current contracts gone full term?	The Department currently has one In-State Collection contract which has gone full term. The In-State Collections contract which is limited to Soft Collection services was amended to include Out-of-State Soft Collection services.
15	General	N/A	If the contract is awarded to a different vendor than currently contracted, will you be recalling the accounts previously listed to the current vendor and forwarding those accounts to the new vendor? If yes, what is the overall volume of these accounts	Yes.

#	RFP Section	RFP Page #	Question	Answer
			(number of accounts and total dollars), that you anticipate would be referred for collections? If yes, will these accounts be allowed to be bid at a different rate, since these are what the collection industry calls "seconds" and are not primary-placed accounts?	See the answer to Question 9. No.
16	General	N/A	What is the average balance of the accounts you will refer for collections?	Refer to the Total Tax Debtors and Value of Assessments Summary on page 76.
17	General	N/A	What is the average age of the accounts you will refer for collections? If possible, please break by both Personal and Business Taxes	Refer to the Average Age Summary on page 77.
18	General	N/A	What is the age of the oldest accounts you will refer for collections	See the answer to question 17.
19	General	N/A	Please provide historical liquidation rates achieved for each type of Taxes monthly and overall.	We do not have the historical liquidation rates achieved for each type of tax monthly and overall.
20	General	N/A	What is the anticipated monthly and yearly volume of accounts and dollar value of placements?	See Answer to Question 7.
21	General	N/A	Does the current contract have a 30 minority woman owned business requirement and which firms does your current vendor use to meet these requirements?	The previous contract was awarded under a different initiative. The new contract will be awarded based on updated goals. The Contractor will be required to adhere to the updated regulations of Article 15-A of Executive Law, which includes 30% MWBE goal. Certified NYS MWBE vendors can be found at: https://ny.newnycontracts.com/FrontEnd/VendorS

#	RFP Section	RFP Page #	Question	Answer
				earchPublic.asp
22	III. Qualifying Requirements	Pg. 30	Please provide sample reports that the State of New York is currently receiving from your current vendor.	This information may be deemed proprietary by the Contractor. Therefore, the Department cannot release this information. Note that the Department will require updated reports during the contract period which will summarize issues such as the number of open cases, number of installment payment agreements, identification and contact information of Contractor's staff assigned to handle the Department's cases and current collection status.
23	General	N/A	What collection agency(ies) are you currently using?	Pioneer Credit Recovery, Inc.
24	General	N/A	What is the current commission rate contracted with each agency?	See the answer to Question 13.
25	II. D. Case Characteristics	15 of 195	If the contract is awarded to a different vendor(s) than currently contracted, will you be recalling the accounts previously listed to the current vendor and forwarding those accounts to the new vendor? If yes, what is the overall volume of these accounts (number of accounts and total dollars), that you anticipate would be referred for collections? If yes, will these accounts be allowed to be bid at a different rate, since these are what the collection industry calls "seconds" and are not primary-placed accounts?	See the answer to Question 15.
26	Exhibit 1 – Case	76-86	What is the age of the oldest accounts you will refer	See the answer to question 17.

#	RFP Section	RFP Page #	Question	Answer
	Characteristics	of 195	for collections?	
27	Preface, section G. Contract Signing and Contract Term	8 of 195	How many collection agencies will you be awarding to for this contract?	One.
28	III. D. Financial Stability	17 of 195	"1. If the Bidder is a subsidiary of a parent company that is privately held, the Bidder must either (a) comply with the requirement outlined in paragraph one OR (b) submit separate annual, unaudited/internal company financial statements for both the parent and subsidiary for the last three years, a separate Dun and Bradstreet Comprehensive Report (dated within 21 days of bid submittal) for both the parent and Bidder, and a statement explaining why annual, audited/reviewed statements are not available. "In either case, the most recent audited, reviewed, or internal interim financial statement is also required for both the parent and subsidiary." QUESTION: "(a) comply with the requirement outlined in **paragraph one** OR…" Please clarify which paragraph on Page 18 of 195 is the "paragraph one" referred to in the preceding phrase. (Is "paragraph one" the paragraph directly below the heading "Financial Data" – the paragraph that begins with "**If the Bidder is a subsidiary of a parent company that**	Yes, "Paragraph one" is the paragraph directly below the heading "Financial Data" – the paragraph that begins with "If the Bidder is a subsidiary of a parent company that is publicly held …"

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			is publicly held …"?)	
29	G. Contract Signing	8	Should exceptions or additions to the Preliminary Base Contract be submitted in "red-line" formatting?	All exceptions or additions to the Preliminary Base Contract must be submitted as Extraneous Terms in your bid submission. "Red-line" formatting is acceptable in the presentation of these exceptions or additions.
30	G. Contract Signing	8	In the third paragraph in reference to ongoing judgment enforcement activity, does this include active payment plans?	Ongoing judgment enforcement activity would include court ordered payment plans. Further details to be worked out during contract negotiations.
31	RFP Glossary – Return File	11	Can State of New York provide a test file and test recall/return prior to commencement?	Yes, we will test the recall/return process prior to commencement.
32	Section I: C. Implementation	12	Do you have a sample plan?	No. The Department will work with the Contractor to develop the specific details.
33	Section II: B. Unresolved Case Pool	14	Do you adjust assessments if a taxpayer files a late return?	If a taxpayer files a missing return in response to an estimated assessment, the estimated assessment may be adjusted or canceled.
34	Section III: D. Financial Stability	17	Can you define "material change in ownership" as presented in the third introductory paragraph?	Material change in ownership is a major change in share ownership of the company. For example, if a Principal Officer is no longer a shareholder or if a company is acquired by new investors/management, etc.

#	RFP Section	RFP Page #	Question	Answer
35	Section III: D. Financial Stability	17-18	In regards to the requested financial statements, will the entire document be publically available? Even if the company is privately held? Can this document (along with any other truly proprietary response elements) be carved out from public view?	As indicated on page 68, #21 Request for Exemption from Disclosure, "The bids are presumptively available for public inspection. If this would be unacceptable to Bidders, they should apply to the Department for trade secret protection of their bid."
36	Section IV: H. Site visits	21	Where are your department facilities located?	W.A. Harriman Campus Albany, NY 12227
37	Section IV: N. Administrative Resolution	28	What percentage of these cases end up canceled?	The requested information is not available.
38	Section IV: O. Payments Remitted by Tax Debtors	29	Can we remit weekly or monthly?	No.
39	Section IV: P. Tax Returns Remitted by Tax Debtors	30	In what manner?	The Department prefers overnight mail.
40	Section IV: R. Reports	30	Do you have sample reports/formatting?	No.
41	Section IV:	30	How detailed is the monthly report of all Tax Debtors	Our current contract is only for "soft collections"

#	RFP Section	RFP Page #	Question	Answer
	R. Reports		where the Contractor is pursuing litigation along with the current litigation status?	and does not include litigation services. We are therefore not receiving monthly reports of all Tax Debtors where the Contractor is pursuing litigation along with the current litigation status. Note if litigation services were being provided, the Department would require monthly reports being provided with sufficient information to enable the Department to ascertain the current status of each litigation services case and each litigated case.
42	Section IV: T. Annual Performance Review	31	How much notice is given for on-site visits?	While the Department reserves the right to conduct unannounced site visits, it is the Department's intention to coordinate the scheduling of routine site visits with the Contractor.
43	Section IV: Y. Tax Debtor's Complaints	34	"Upon receipt of a <u>complaint</u> from a Tax Debtor …" Is the underlined term defined?	No.
44	Section V: B. Litigation Services Requirements	38	Do you have a sample plan/template for the comprehensive collection plan?	No.
45	Section VI. Financial Requirements	51	"No other add on costs will be allowed." What about advance or reimbursement of court costs?	The fixed rate must be inclusive of all costs associated with Litigation Services as outlined in this RFP, including any court filing and/or related fees that may arise during the performance of services.

#	RFP Section	RFP Page #	Question	Answer
46	Section VI. Financial Requirements	51	Is it currently the Department's practice to assess all court costs and filing fees expended to the taxpayer's outstanding balance?	No.
47	Section VI. Financial Requirements	51	How does the contractor recover its costs related to court costs and filing fees?	See response to Question 45
48	IV.U.	31	If any incumbent vendor(s) is retained on this project, would this vendor(s) have to initiate the disengagement phase as described in the RFP with the understanding the intent to award date would occur prior to the expiration of this vendor's(s) contract?	Yes.
49	VIII Proposal Submission, A. Proposal Content and Organization, 1. Volume One Format	69	DTF has requested the inclusion of a Table of Contents but has not indicated a separate tab for its placement. Should/may bidders include their Table of Contents page as an untabbed first page, prior to A. Tab 1 – Executive Summary, such that the tab numbering/naming of Volume 1 is consistent with the RFP?	Yes.
50	VIII Proposal Submission, A.	69	Are there any additional guidelines from DTF regarding the Executive Summary (e.g., page limit,	No.

#	RFP Section	RFP Page #	Question	Answer
	Proposal Content and Organization, 1. Volume One Format		requirements, etc.)?	
51	VIII Proposal Submission, A. Proposal Content and Organization, 1. Volume One Format	69	At present in the RFP there are two tabs labeled "Tab 4" within Volume One. Should/may bidders change the labeling of "e. Tab 4 – Bidder Experience and Reference Response Requirements" to "e. Tab 5 – Bidder Experience and Reference Response Requirements?"	Letter "e" should refer to Tab 5. Please see amended page attached.
52	VIII Proposal Submission, A. Proposal Content and Organization, 1. Volume One Format	69	Are bidders permitted to include an Appendix within Volume One, if deemed necessary to include supporting materials, graphics, etc.? If so, may/should bidders include such materials in a tab labeled f. Tab 6 – Appendix?	Yes. An additional tab labeled Appendix would be acceptable.
53	VIII Proposal Submission, A. Proposal Content and Organization, 2. Volume Two	69	This section begins with a dedicated Tab 1 for Cover Letter, and then references the inclusion of Attachments 1-17 as Administrative Response Forms. Can/should bidders provide a dedicated separate tab for each of these attachments for ease of reference for DTF?	Separate tabs are not required, but are allowed.

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	Format			
54	VIII Proposal Submission, B. Submission of Proposals	70	When during the Schedule of Events should bidders submit the password to DTF (via email as described) to access the password-protected electronic copies of their response?	Password should be submitted at the time of bid submission.
55	VIII Proposal Submission, B. Submission of Proposals	70	For the password-protected electronic copies, should Bidders provide a single password to access all three copies (two of Volume One and one of Volumes One thru Three, redacted), or, should a separate password be established for the electronic copy of Volumes One thru Three, redacted?	A single password is preferred, however multiple passwords are acceptable.
56	VIII Proposal Submission, B. Submission of Proposals	70-71	It appears that the mailing address for *initial* delivery of proposals is 90 Cohoes Avenue, Green Island, NY 12183. We are assuming that from this point the proposals of all bidders will then be couriered in some fashion to the campus address of the W.A. Harriman State Office Building Campus, Albany, NY 12227. While we will mark our packaging accordingly as required, can you please better describe and clarify this process, including the protocol and anticipated timeframe of delivery between arrival at the Cohoes Avenue address and confirmed receipt at the correct campus building by Director Catherine Golden and/or someone authorized to document receipt on her behalf?	The 90 Cohoes Avenue address is the Department's mail facility. The procurement staff notifies the mail facility, as the bid due date approaches, to ensure packages are time and date stamped upon receipt.

#	RFP Section	RFP Page #	Question	Answer
57	Attachment B – Debt Collection Experience Response Form	175	It appears that DTF is asking bidders to provide one (1) sample client with which they have qualifying soft collections services experience and one (1) sample client with which they have qualifying litigation services experience. Please confirm that only one sample client in each of these areas is what DTF is seeking through this requirement.	The Department will accept multiple clients as necessary to meet the minimum Qualifying requirement.
58	Attachment B – Debt Collection Experience Response Form	176	*"Attach additional sheets as necessary to support the five year experience requirement in Soft Collection Services as well as the experience requirement for Litigation Services, or in the case of a new entity that consists of existing entities."* Please confirm that this is where bidders should include narrative regarding their overall experience with Soft Collection Services and Litigation Services.	The additional sheets are meant to accommodate the need to submit multiple clients to meet the minimum requirements. If the Bidder is utilizing multiple clients to meet the requirements, they must submit an Attachment B for each client.
59	Attachment E - Department Access to Contractor's Collection System Response Form	181	Should bidders limit their narrative responses to the space provided on this single page form, or are bidders permitted (as in other areas of the RFP) to attach additional sheets of narrative as necessary to provide their responses?	Narrative responses are not limited. Attach additional sheets as necessary to provide your response.
60	Attachment F - Department	182	Should bidders limit their narrative responses to the space provided on this single page form, or are	See response to Question 59.

#	RFP Section	RFP Page #	Question	Answer
	Service Observation Response Form		bidders permitted (as in other areas of the RFP) to attach additional sheets of narrative as necessary to provide their responses?	
61	Attachment M – Soft Collection Services Experience Response Form	191-192	Please confirm your intent for bidder response to item 4. Debt Collection Experience. It *appears* that this is meant to be responded on a per-client-reference basis; that is, if we list XYZ Company as a client, then for item 4 we would indicate the tax(es) we collected for XYZ Company if it is a tax client, or we would list the type of debt we collected on behalf of XYZ Company if it were a non-tax client. Please confirm that this question is a per-client question and is not intended to elicit a broad-based all-client narrative response.	Attachment M is to be completed on a per client basis. Attach additional forms as necessary for each reference provided. If the Bidder is utilizing multiple clients to meet the requirements, they must submit an Attachment M for each client.
62	Attachment 1 – Bidder's Checklist	Pg. 69; 149-150	On page 69, bidders seem to be directed to include Attachment 1 – Bidder's Checklist as one of the administrative response forms to be included in Volume Two of their response. However, the checklist itself does not list Attachment 1 to be included. Please confirm whether Attachment 1 should be completed and included in this volume, or whether it is a courtesy document for the express use of bidders as they prepare their proposals.	Attachment 1 is a courtesy document for use by Bidders as they prepare their bid. It may be included, but is not required.
63	Attachment 2 – Offeror	Pg. 69; 151	On page 69, bidders seem to be directed to include Attachment 2 – Offeror Understanding of and	If the Bidder has previously submitted Attachment 2 it is not required to be submitted with the proposal.

#	RFP Section	RFP Page #	Question	Answer
	Understanding of and Compliance with Procurement Lobbying Guidelines		Compliance with Procurement Lobbying Guidelines as one of the administrative response forms to be included in Volume Two of their response. However, Attachment 1 – Bidder's Checklist does not list Attachment 2 to be included. We have submitted our completed and submitted our signed version of this attachment as required. Please confirm whether our signed and submitted version should also be included in this volume.	
64	Attachment 3 – Notification of Intent to Bid	Pg. 69; 152	On page 69, bidders seem to be directed to include Attachment 3 – Notification of Intent to Bid as one of the administrative response forms to be included in Volume Two of their response. However, Attachment 1 – Bidder's Checklist does not list Attachment 3 to be included. We have submitted our completed and submitted our signed version of this attachment as required. Please confirm whether our signed and submitted version should also be included in this volume.	If the Bidder has previously submitted Attachment 3 it is not required to be submitted with the proposal.
65	General	150-195	May the bidder insert the various Department-provided attachments into their own proposal format?	No. The Bidder must use the Department's format.
66	Section V.D.2.b	49	The RFP states that "The Department will also evaluate if the Bidder and/or its Subcontractor(s) has collection attorney(s) licensed to practice in any of the following five (5) states: New Jersey, Florida,	Yes.

#	RFP Section	RFP Page #	Question	Answer
			California, Pennsylvania, and Connecticut." Will the Department award higher points to bidders with attorneys licensed to practice in the above listed states?	
67	Section VIII.A.1.e	70	Both item "e" and item "d" are labeled as Tab 4. Will the Department please confirm that item "e" should be Tab 5?	See response to Question 51.
68	Section III & Section V	16-19 & 36-50	Beyond the form questions provided in the Department's Attachments A-N, may bidders provide additional narratives to accompany each attachment in order to fully respond to the requirements set forth in RFP Section III and RFP Section V?	Yes.
69	Attachment 5, Staffing Plan	154	May bidders providing additional information with the Attachment 5, such as the key personnel assigned to the contract and an organizational chart depicting all departments and key staff that will be involved with the contract?	Yes.
70	Section IV.BB	34	The RFP states: “The Department reserves the right to change the Contractor’s collection practices for the Department’s collection work if it is determined that collection practices utilized by the Contractor are not consistent with Department policies and procedure.” Will the Department please clarify to what extent it	It is the Department’s intention to request any changes needed in order to further the Department’s goal of providing professional service to all its customers. Any changes would include, but are not limited to, ensuring adherence to laws and regulations specific

#	RFP Section	RFP Page #	Question	Answer
			will be changing the bidder's practices? Will this be limited to ensuring adherence to laws and regulations specific to the State of New York? Will this be limited to documents such as scripts and letters?	to the State of New York and changes to phone scripts and letters.
71	Section III.L	27	Section III.L. states that "The Department intends to make an initial placement of 50,000 Cases from the unresolved Case pool...It is the Department's intention to replenish the unresolved Case pool with Recalled or returned Cases on a monthly basis." Is it the Department's intention to maintain a constant inventory with the Contractor of 50,000 total Cases at any given time or will the inventory exceed this volume over time?	It is the Department's intention to maintain a consistent inventory with the Contractor of 50,000 total cases. However, the Department reserves the right to modify Case placements at its sole discretion.
72	Section II.A	14	What is the number of warrants filed in other states during the last contract by the Contractor?	See the answers to Questions 10 & 41. Since Litigation Services are not being provided pursuant to a contract, there are not warrants being filed in other states during a contract.
73	Section II.A	14	What is the breakdown of those warrants by state?	See the answer to Question 72.
74	Section VI	51	What was the collection fee for the most recent contract?	See the answer to Question 13.
75	Section VI	51	What was the litigation fee for the most recent	The Department currently has no contract for Litigation Services.

#	RFP Section	RFP Page #	Question	Answer
			contract?	
76	Section VI	51	What were the total dollars placed under the most recent contract (by year)?	FYE 2014: $456,417,753 FYE 2015: $541,083,356 Our current contract is only for “soft-collections” and does not include Litigation Services.
77	Section VI	51	What were the dollar recoveries from collections under the most recent contract (by year)	FYE 2014: $5,948,528 FYE 2015: $11,080,850 Our current contract is only for “soft-collections” and does not include Litigation Services.
78	Section VI	51	What were the dollar recoveries from litigation under the most recent contract (by year)?	See the answer to Question 75.

Schedule of Events

Issuance of RFP	March 18, 2015
Deadline for filing Offeror Understanding of, and Compliance with, Procurement Lobbying Guidelines	April 6, 2015 by 2 pm ET
Deadline for First Submission of Bidder Questions	April 6, 2015 by 2 pm ET
Department Response to First Submission of Bidder Questions	~~April 13, 2015~~ April 14, 2015
Deadline for Second Submission of Bidder Questions	April ~~20~~ 28, 2015 by 2 pm ET
Department Response to Second Submission of Bidder Questions	~~April~~ 27 May 4, 2015
Deadline for Submission of Notification of Intent to Bid	May ~~4~~ 11, 2015
Proposals Due	May ~~15~~ 22, 2015 by 2 pm ET
Management Presentation/Interview	On or about June ~~1~~ 22, 2015
Notification of Intent to Award	~~June~~ July 10, 2015
Deadline for Contract Signature	~~July 10~~ August 9, 2015
Start Date for Network Connectivity	~~August~~ October 9 ~~10~~, 2015
Start Date for Development Phase	~~August~~ October 23 ~~24~~, 2015
Start Date for Active Collections	No later than six months after the start date of the Development Phase unless extended at the sole discretion of the Department

All inquiries concerning this solicitation must be addressed to one of the following designated contacts:

Catherine Golden	(518) 530-4484	bfs.contracts@tax.ny.gov
Karen Brino	(518) 530-4484	bfs.contracts@tax.ny.gov
Dorothy Lechmanski	(518) 530-4484	bfs.contracts@tax.ny.gov
Frank Multari	(518) 530-4484	bfs.contracts@tax.ny.gov
William Gwynn	(518) 530-4484	bfs.contracts@tax.ny.gov
Earl Jones	(518) 530-4484	bfs.contracts@tax.ny.gov

Contacting individuals other than the designated contacts listed above may result in the disqualification of the Bidder's proposal – please refer to the Procurement Lobbying Law and the Department of Taxation and Finance (DTF or Department) guidelines posted on the Department's procurement website at: http://www.tax.ny.gov/about/procure, and additional requirements in **Section VII, Administrative Requirements**.

B. Procurement Lobbying – Offeror Understanding of, and Compliance with, Procurement Lobbying Guidelines

New York State Finance Law §139-j(6)(b) requires that the Department seek written affirmation from all Offerors as to the Offeror's understanding of, and agreement to comply with the Department's procedures relating to permissible contacts during a Government Procurement. Information related to the Procurement Lobbying Law and the Department's guidelines can be found on the Department's website at:

http://www.tax.ny.gov/about/procure/procurement_lobbying_act.htm.

Offerors are requested to sign and submit **Attachment 2: Offeror Understanding of, and Compliance with, Procurement Lobbying Guidelines** by the date and time specified in the Schedule of Events. This may be submitted in conjunction with Bidder questions.

C. Proposal Amendments/Announcements

All amendments, clarifications and any announcements related to this bid will be posted on the Department's Procurement website at: http://www.tax.ny.gov/about/procure.

It is the responsibility of the Bidder to check the website for any amendments, clarifications or updates. All applicable amendment information must be incorporated into the Bidder's proposal. Failure to include this information in the proposal may result in the Bidder's proposal being deemed non-responsive.

VIII. Proposal Submission

The Bidder must provide a response that clearly and precisely provides all required information. Emphasis should be placed on conformance with the RFP instructions, responsiveness to the RFP requirements and clarity of the intent.

Proposals that do not comply with these instructions or do not meet the full intent of all of the requirements of this RFP may be deemed non-responsive or may be subject to scoring reductions during the evaluation process.

The Department does not require, nor desire, any excessive promotional material which does not specifically address the response requirements of this RFP.

A. Proposal Content and Organization

To facilitate in the evaluation process, the Bidder must organize the proposal into three distinct volumes as follows:

Volume One: Qualifying and Technical Requirements

Volume Two: Administrative Requirements

Volume Three: Financial Requirements

1. Volume One Format

   Volume One should contain a table of contents with page numbers and each section should be tabbed as follows:

   a. Tab 1 – Executive Summary

   b. Tab 2 - Qualifying Requirements (Attachments A – D)

   c. Tab 3 – Collection Services Requirements (Attachments E – H)

   d. Tab 4 – IT Systems Response Requirements (Attachments I- L)

   e. ~~Tab 4~~ Tab 5– Bidder Experience and Reference Response Requirements (Attachments M – N)

2. Volume Two Format

   a. Tab 1 – Cover Letter

      - Extraneous terms, if applicable
      - Request for exemption from Disclosure, if applicable

   b. Administrative Response Forms (Attachments 1-17)