

# REQUEST FOR PROPOSALS

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*JUDICIAL COUNCIL OF CALIFORNIA*

**REGARDING:**

**RFP TITLE: LEGAL CASE AND PROJECT MANAGEMENT  
SYSTEM, IMPLEMENTATION AND ONGOING INFORMATION  
TECHNOLOGY SUPPORT SERVICES**

**RFP NUMBER: LSO-2019-12-CD**

**PROPOSALS DUE:**

***March 7, 2019*** NO LATER THAN 5:00 P.M. PACIFIC TIME

## **1.0 BACKGROUND INFORMATION**

- 1.1 The Judicial Council of California (Judicial Council or JC), chaired by the Chief Justice of California, is the chief policy making body of the California judicial system. The California Constitution directs the Judicial Council to improve the administration of justice by surveying judicial business, recommending improvements to the courts, and making recommendations annually to the Governor and the Legislature.
- 1.2 The mission of the Legal Services office is to provide quality, timely, and ethical legal advice and services to the Chief Justice, the Judicial Council, its advisory bodies, and the appellate and trial courts.
- 1.3 The Legal Services office has two major functions: house counsel, and rules and projects. Under the house counsel function, the office provides legal advice to other Judicial Council staff divisions and offices and to the courts and manages litigation. Under the rules and projects function, the office provides primary staff support to the council's Rules and Projects Committee and to several advisory bodies, is responsible for the California Rules of Court and Judicial Council forms, and staffs other projects designed to improve the administration of justice.
- 1.4 Other offices within the Judicial Council, including among others Human Resources, Criminal Justice Services, the Center for Families Children & the Courts, and Leadership Support Services, also provide services to support branch wide goals and initiatives through projects and Judicial Council Committee support.

## **2.0 DESCRIPTION OF GOODS AND/OR SERVICES**

### **2.1 Project Objectives:**

The Judicial Council is seeking proposals for a legal case and project management system, associated implementation and ongoing IT support services for, among other JC offices, the Legal Services office (LSO), Human Resources (HR), Criminal Justice Services (CJS), the Center for Families Children & the Courts (CFCC), and Leadership Support Services, to provide an IT program for improved automation of legal matter and project management capabilities, including improved access to information and accuracy of data and reporting, data analytics management, fiscal analysis and reporting, budget analysis, invoice control and management, general report development, and production in overall support of its goal to secure an efficient, competent, ethical and cost effective case and project management system to support its Litigation Management Program and other Judicial Council programs and projects. The system may be a vendor-hosted Software As A Service (SAAS) system or a locally deployed system. Proposers

should clearly indicate in their proposals whether they are proposing a vendor-hosted SAAS system, or a locally deployed system, or both.

Solutions proposed by the vendor must support the following objectives:

- a. Improve statewide legal matter management (government claims, lawsuits, pre-litigation matters, subpoenas, writs and other general litigation and Judicial Council projects), including matters handled by outside counsel.
- b. Improve project management regarding non-legal matters in various JC offices.
- c. Provide a multi-functional project management system that will address communications, reporting, budgeting, calendaring, meeting planning and assignment controls.
- d. Increase ability to continuously evaluate cost savings by assessing outside counsel pricing or other partners (i.e., including JC vendors and other contractors) against various benchmarks.
- e. Increase efficiencies by automating invoice review and processing.
- f. Improve processes and efficiencies by automating financial forecasting and budgets for cases and projects.
- g. Improve access to and ability to report information about claims, litigation, and projects.
- h. Improve information quality, accuracy, and consistency.
- i. Improve ability to develop and produce reports.
- j. Reduce time to access information and provide reports.
- k. Reduce duplicate data entry.
- l. Improve file retention, auditing, and archiving.
- m. Increase collaboration with outside counsel or other partners and improve efficiencies; outside counsel or partners can provide real-time online matter analyses, status reports, and budget updates.
- n. Provide access to analytics and reports.
- o. Integrate multiple/duplicate case and project management systems.

2.2 The Judicial Council seeks implementation and support services for an online legal matter and project management system, as well as:

- Online training for new users and ongoing support for Judicial Council, advisory body members; JC staff; and outside counsel and other partners.
  - Training of JC staff and project implementation to be completed by no later than June 15, 2019.

*Technical Requirement/Minimum Requirements for the legal case management system:*

- Online system to manage all significant information generated during the lifecycle of legal claims, litigation, and projects, including monitoring deadlines, managing documents, budgets, case exposure, matter status and results.
- Integration of case and project management, E-billing and performance analytics.
- Ability to group or link multiple matters for tracking and analytics.
- Automated invoice auditing to enforce timekeeper rates, expense compliance and other billing guidelines; including automated notification to and rejection of outside counsel and other partner bills in accordance with JC guidelines.
- Ability to securely assign legal matters and projects to Judicial Council, advisory body members; JC attorneys and staff; and outside counsel and other partners; including providing users different access levels within the same legal matter.
- Streamlined matter creation process with configurable rules capable of automatically adding, completing, or limiting user selected fields in templates.
- Centralization of documents, files and emails; including the ability to quickly upload or sort documents with “drag and drop” functionality.
- Automated and customizable reporting with export capability to Microsoft Office Suite functions.
- Auto assignment and calendaring of events to designated responsible users.
- Multiple matter types proposed product/service/application can support different processes, information, and workflow for each matter type, i.e., the proposed system can support over 20 different matter types (e.g., litigation, employee relations, projects);

- The vendor will have (5) five or more years' experience working on similar projects; including experience working with organizations similar in size and complexity to the JC;
- The product/service will ensure compliance with applicable Judicial Council security policies (ref. National Institute of Standards and Technology (NIST) Special Publication 800-53);
- The product/service/application will also ensure compatibility with existing Judicial Council systems and network architecture (including as referenced in Attachment 7 of this RFP);
- The product/service/application shall comply with all applicable data security and data privacy laws.
- Hosted applications will have online accessibility guarantees of no less than 99.9% and IT support service response times of 24 hours or less (as further set forth in this RFP's attachments).
- New users, including outside counsel and partners, Judicial Council members and relevant advisory body members, will receive at least one hour of training within 72 hours of receipt of a training request from the JC. Training provided by Vendor will be sufficient for trainee to fully use product/service/application as needed to provide service to or satisfactorily perform work for the JC.
- Contract term will be for a minimum of three years, with options to renew for additional two-year terms.
- ***Additional requirements and specifications are set forth in Attachment 7 (Business and Technical Requirements Response Form) and Attachment 2 (JC Standard Terms and Conditions) of this RFP.***

**Please note:** in the event of any inconsistencies between provisions in this RFP (including any appendix, schedule, exhibit, or attachment to this RFP, as well as the proposed agreement terms) regarding specifications, service levels, certifications, project requirements, or other terms relating to products or services to be provided, the provisions that are more favorable to the JC will govern.

### **3.0 TIMELINE FOR THIS RFP**

The JC has developed the following list of key events related to this RFP. All dates are subject to change at the discretion of the JC.

EVENT	DATE
RFP issued	February 14, 2019
Deadline for questions to <a href="mailto:Solicitations@jud.ca.gov">Solicitations@jud.ca.gov</a>	<b>February 21, 2019 by 3:00 P.M. Pacific Time</b>
Questions and answers posted at <a href="http://www.courts.ca.gov/rfps.htm">http://www.courts.ca.gov/rfps.htm</a> (estimate only)	February 28, 2019
Latest date and time proposal may be submitted	<b>March 7, 2019 by 5:00pm Pacific time</b>
Anticipated interview dates and demonstrations (estimate only)	March 15 through March 21, 2019
Evaluation of proposals (estimate only)	March 21 through March 29, 2019
Non-Cost Proposals scores posted at <a href="http://www.courts.ca.gov/rfps.htm">http://www.courts.ca.gov/rfps.htm</a> (estimate only)	April 3, 2019
Public opening of cost portion of proposals Notice of time and location will be posted at <a href="http://www.courts.ca.gov/rfps.htm">http://www.courts.ca.gov/rfps.htm</a> (estimate only)	April 4, 2019
Notice of Intent to Award (estimate only)	April 10, 2019
Negotiations and execution of contract (estimate only)	April 12, 2019 through April 26, 2019
Contract start date (estimate only)	May 1, 2019
Contract end date (initial term, estimate only)	April 30, 2022

#### 4.0 RFP ATTACHMENTS

The following attachments are included as part of this RFP:

Attachment 1: Administrative Rules Governing RFPs (IT Goods and Services)	These rules govern this solicitation.
Attachment 2: JC Standard Terms and Conditions	If selected, the person or entity submitting a proposal (the “Proposer”) must sign a JC Standard Form agreement containing these terms and conditions (the “Terms and Conditions”).
Attachment 3: Proposer’s Acceptance of Terms and Conditions	On this form, the Proposer must indicate acceptance of the Terms and Conditions or identify exceptions to the Terms and Conditions.
Attachment 4: General Certifications Form	The Proposer must complete the General Certifications Form and submit the completed form with its proposal.

Attachment 5: Small Business Declaration	The Proposer must complete this form only if it wishes to claim the small business preference associated with this solicitation.
Attachment 6: Payee Data Record Form	This form contains information that the Judicial Council requires in order to process payments and must be submitted with the proposal.
Attachment 7: Business and Technical Requirements Response Form	The Proposer must complete the Business and Technical Requirements Response Form.
Attachment 8: Unruh and FEHA Certification	The Proposer must complete the Unruh Civil Rights Act and California Fair Employment and Housing Act Certification.
Attachment 9: Darfur Contracting Act Certification	The Proposer must complete the Darfur Contracting Act Certification and submit the completed certification with its proposal.
Attachment 10: Bidder Declaration	The Proposer must complete this form only if it wishes to claim the disabled veteran business enterprise (DVBE) incentive associated with this solicitation.
Attachment 11: DVBE Declaration	Each DVBE that will provide goods and/or services in connection with the contract must complete this form. If the Proposer is itself a DVBE, it must also complete and sign the DVBE Declaration.

## 5.0 PAYMENT INFORMATION

The Proposer should consider addressing the following payment-related issues (as applicable):

- A 3 year initial contract term, including implementation, training and ongoing maintenance/support, with options to renew for additional two-year terms.
- Provide an ongoing, consistent monthly or annual cost (we are interested in receiving proposals based on flat fee or non-traditional cost models).
- Provide other costs associated with initial training and implementation, and ongoing IT support for JC users and outside counsel.

## 6.0 SUBMISSIONS OF PROPOSALS

- 6.1 Proposals should provide straightforward, concise information that satisfies the requirements of the “Proposal Contents” section below. Expensive bindings, color displays, and the like are not necessary or desired. Emphasis should be placed on conformity to the RFP’s instructions and requirements, and completeness and clarity of content.
- 6.2 The Proposer must submit its proposal in two parts, the non-cost portion and the cost portion. (See Section 7 for content information.)
- a. The Proposer must submit **one (1) original and ten (10) copies** of the non-cost portion of the proposal. The original must be signed by an authorized representative of the Proposer. The original non-cost portion of the proposal (and the copies thereof) must be submitted to the JC in a single sealed envelope, separate from the cost portion. The Proposer must write the RFP title and number on the outside of the sealed envelope.
  - b. The Proposer must submit **one (1) original and ten (10) copies** of the cost portion of the proposal. The original must be signed by an authorized representative of the Proposer. The original cost portion of the proposal (and the copies thereof) must be submitted to the JC in a single sealed envelope, separate from the non-cost portion. The Proposer must write the RFP title and number on the outside of the sealed envelope.
  - c. The Proposer must submit an electronic version of the entire proposal on **one (1) USB memory stick/flash drive**. The files must be in PDF, Word, or Excel formats.

Please use the following naming convention for electronic files:

*‘Abbreviated Name of Company\_non-cost\_LSO-2019-12-CD’*

*‘Abbreviated Name of Company\_cost portion\_LSI-2019-12-CD’*



- 6.3 Proposals must be delivered by the date and time listed on the coversheet of this RFP to:

**Bid Desk – Legal Case and Project Management System, Implementation and Ongoing Information Technology Support Services**  
Judicial Council of California  
Branch Accounting and Procurement, Administrative Division  
Attn: Sherri Jones- T, RFP Number: LSO-2019-12-CD  
455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102-3688

- 6.4 Late proposals will not be accepted.
- 6.5 Only written proposals will be accepted. Proposals must be sent by registered or certified mail, courier service (e.g. FedEx), or delivered by hand. Proposals may not be transmitted by fax or email.

## 7.0 PROPOSAL CONTENTS

- 7.1 Non-Cost Portion. The following information must be included in the non-cost portion of the proposal. A proposal lacking any of the following information may be deemed non-responsive.
- a. The Proposer's name, address, telephone and fax numbers, and federal tax identification number.
  - b. Name, title, address, telephone number, and email address of the individual who will act as the Proposer's designated representative for purposes of this RFP.
  - c. A description of the matter management product, system, or goods the Proposer proposes to supply to the JC to achieve the objectives and functionality outlined in Section 2 above, including but not limited to the following:
    - i. Matter management system capabilities for government claims, lawsuits, pre-litigation matters, subpoenas, writs and other general litigation, and projects, including general status management, document management, communications, scheduling, deadlines, costs, contacts, and file management;
    - ii. Management of budgets and funding sources;
    - iii. Invoice auditing review and processing;

- iv. Information management and data analytics;
  - v. Report development and production;
  - vi. Document management, including file set up, version control, auditing, retention and archiving;
  - vii. Training, including the training set forth in Section 2.2 above; and
  - viii. Technical requirements as set forth in Section 2.2 above.
- d. The Proposer must complete the Business and Technical Requirements Response Form (Attachment 7 to this RFP). For each requirement listed, the Proposer must indicate, in the last two columns of this form, whether it can meet the requirement, and provide an explanation for requirements that it cannot meet. Please note that Attachment 7 has separate tabs for Business Requirements, Security and Encryption, Migration and Integration, Hosting, and Service Levels.
- e. Names, addresses, and telephone numbers of a minimum of three (3) clients for whom the Proposer has conducted similar services. The JC may check references listed by the Proposer.
- f. Proposed method for product implementation, training, and technical support.
- g. Time estimates for implementation completion.
- h. Acceptance of the Terms and Conditions.
- i. On Attachment 3, the Proposer must check the appropriate box and sign the form. If the Proposer marks the second box, it must provide the required additional materials. An “exception” includes any addition, deletion, or other modification. The Judicial Council reserves the right to modify or update the Terms and Conditions at any time up to and through negotiation of the Terms and Conditions with a prospective vendor.
- i. If exceptions are identified, the Proposer must also submit (a) a red-lined version of the Terms and Conditions in unlocked, editable Microsoft Word format that implements all proposed changes, and (b) a written explanation or rationale for each exception and/or proposed change.
  - ii. Certifications, Attachments, and other requirements.
  - iii. The Proposer must complete the General Certifications Form (Attachment 4) and submit the completed form with its proposal.

- iv. If Contractor is a California corporation, limited liability company (“LLC”), limited partnership (“LP”), or limited liability partnership (“LLP”), proof that Contractor is in good standing in California. If Contractor is a foreign corporation, LLC, LP, or LLP, and Contractor conducts or will conduct (if awarded the contract) intrastate business in California, proof that Contractor is qualified to do business and in good standing in California. If Contractor is a foreign corporation, LLC, LP, or LLP, and Contractor does not (and will not if awarded the contract) conduct intrastate business in California, proof that Contractor is in good standing in its home jurisdiction.
- v. The Proposer must complete the Unruh Civil Rights Act and California Fair Employment and Housing Act Certification (Attachment 8) and submit the completed certification with its bid.
- vi. The Proposer must complete the Darfur Contracting Act Certification (Attachment 9) and submit the completed certification with its proposal.
- vii. The Proposer must complete and provide the Bidder Declaration (Attachment 10) only if it wishes to claim the DVBE incentive associated with this solicitation.
- viii. The Proposer must submit a DVBE Declaration (Attachment 11) for each DVBE that will provide goods and/or services in connection with the contract. If the Proposer itself is a DVBE, it must also complete and sign the DVBE Declaration.

7.2 Cost Portion. The following information must be included in the cost portion of the proposal.

- a. Provide an ongoing, consistent monthly or annual cost (we are interested in receiving proposals based on flat fee or non-traditional cost models).
- b. Provide other costs associated with initial training and implementation, and ongoing IT support for JC users and outside counsel.

**NOTE:** It is unlawful for any person engaged in business within this state to sell or use any article or product as a “loss leader” as defined in Section 17030 of the Business and Professions Code.

**8.0 OFFER PERIOD**

A Proposer's proposal is an irrevocable offer for ninety (180) days following the proposal due date. In the event a final contract has not been awarded within this period, the JC reserves the right to negotiate extensions to this period.

**9.0 EVALUATION OF PROPOSALS**

The cost portion of proposals will be publicly opened at the date and time noted in Section 3.0 at:

The Judicial Council of California  
455 Golden Gate Avenue, 3<sup>rd</sup> Floor  
San Francisco, CA, 94102.

Inquiries on the exact venue within the 455 Golden Avenue address may be inquired at [Solicitations@jud.ca.gov](mailto:Solicitations@jud.ca.gov) no earlier than the day after the latest date and time proposal may be submitted.

The JC will evaluate the proposals on a 100 point scale using the criteria set forth in the table below. Award, if made, will be to the highest-scored proposal.

If a contract will be awarded, the JC will post an intent to award notice at: <http://www.courts.ca.gov/rfps.htm>.

<p style="text-align: center;"><b>CRITERION</b></p> <p><i>NOTE: THESE ARE SAMPLE CRITERIA. THE ACTUAL CRITERIA USED SHOULD BE TAILORED TO THE SPECIFIC PROCUREMENT.</i></p>	<p style="text-align: center;"><b>MAXIMUM NUMBER OF POINTS</b></p>
<i>Quality of work plan submitted</i>	5
<i>Experience on similar assignments</i>	5
<i>Product/service components</i>	27
<i>Cost</i>	50
<i>Acceptance of the Terms and Conditions</i>	5

<b>CRITERION</b>	<b>MAXIMUM NUMBER OF POINTS</b>
<i><b>NOTE: THESE ARE SAMPLE CRITERIA. THE ACTUAL CRITERIA USED SHOULD BE TAILORED TO THE SPECIFIC PROCUREMENT.</b></i>	
<i>Ability to meet timing requirements to complete the project</i>	5
<i>DVBE Incentive</i>	3

**10.0 INTERVIEWS**

The JC may conduct interviews with Proposers to clarify aspects set forth in their proposals or to assist in finalizing the ranking of top-ranked proposals. The interview process may require a demonstration of products or services. The interview may also require a demonstration of equivalence if a brand name is included in the specifications. The interviews and demonstrations may be conducted in person or by phone. If conducted in person, interviews and demonstrations will likely be held at the JC’s offices. The JC will not reimburse Proposers for any costs incurred in traveling to or from the interview/demonstration location. The JC will notify eligible Proposers regarding interview/demonstration arrangements.

**11.0 CONFIDENTIAL OR PROPRIETARY INFORMATION**

**PROPOSALS ARE SUBJECT TO DISCLOSURE PURSUANT TO APPLICABLE PROVISIONS OF THE CALIFORNIA PUBLIC CONTRACT CODE AND RULE 10.500 OF THE CALIFORNIA RULES OF COURT.** The JC will not disclose (i) social security numbers, or (ii) balance sheets or income statements submitted by a Proposer that is not a publicly-traded corporation. All other information in proposals will be disclosed in response to applicable public records requests. Such disclosure will be made regardless of whether the proposal (or portions thereof) is marked “confidential,” “proprietary,” or otherwise, and regardless of any statement in the proposal (a) purporting to limit the JC’s right to disclose information in the proposal, or (b) requiring the JC to inform or obtain the consent of the Proposer prior to the disclosure of the proposal (or portions thereof). Any proposal that is password protected, or contains portions that are password protected, may be rejected. Proposers are accordingly cautioned not to include confidential, proprietary, or privileged information in proposals.

**12.0 DISABLED VETERAN BUSINESS ENTERPRISE INCENTIVE**

12.1 Qualification for the DVBE incentive is not mandatory. Failure to qualify for the DVBE incentive will not render a proposal non-responsive.

12.2 The Proposer will receive a DVBE incentive if, in the Judicial Council's sole determination, the Proposer has met all applicable requirements. If the Proposer receives the DVBE incentive, a number of points will be added to the score assigned to Proposer's proposal. The number of points that will be added is specified in Section 9.0 above.

12.3 To receive the DVBE incentive, at least 3% of the contract goods and/or services must be provided by a DVBE performing a commercially useful function. Or, for solicitations of non-IT goods and IT goods and services, Proposer may have an approved Business Utilization Plan ("BUP") on file with the California Department of General Services ("DGS").

12.4 If the Proposer wishes to seek the DVBE incentive:

(a) The Proposer must complete and submit with its proposal the Bidder Declaration (Attachment 10). The Proposer must submit with the Bidder Declaration all materials required in the Bidder Declaration.

(b) The Proposer must submit with its proposal a DVBE Declaration (**Attachment 11**) completed and signed by each DVBE that will provide goods and/or services in connection with the contract. If the Proposer is itself a DVBE, it must complete and sign the DVBE Declaration. If the Proposer will use DVBE subcontractors, each DVBE subcontractor must complete and sign a DVBE Declaration. NOTE: The DVBE Declaration is not required if Proposer will qualify for the DVBE incentive using a BUP on file with DGS.

12.5 Failure to complete and submit these forms as required will result in the Proposer not receiving the DVBE incentive. In addition, the Judicial Council may request additional written clarifying information. Failure to provide this information as requested will result in the Proposer not receiving the DVBE incentive.

12.6 If this solicitation is for IT goods and services, the application of the DVBE incentive may be affected by application of the small business preference.

12.7 If the Proposer receives the DVBE incentive: (i) the Proposer will be required to complete a post-contract DVBE certification if DVBE subcontractors are used; (ii) the Proposer must use any DVBE subcontractor(s) identified in its proposal unless the Judicial Council approves in writing the substitution of another DVBE; and (iii) failure to meet the DVBE commitment set forth in its proposal will constitute a breach of contract.

**FRAUDULENT MISREPRETATION IN CONNECTION WITH THE DVBE INCENTIVE IS A MISDEMEANOR AND IS PUNISHABLE BY IMPRISONMENT OR FINE, AND VIOLATORS ARE LIABLE FOR CIVIL PENALTIES. SEE MVC 999.9.**

### **13.0 SMALL BUSINESS PREFERENCE**

Small business participation is not mandatory. Failure to qualify for the small business preference will not render a proposal non-responsive.

The Proposer will receive a small business preference if, in the JC's sole determination, the Proposer has met all applicable requirements. If the Proposer receives the small business preference, the score assigned to its proposal will be increased by an amount equal to 5% of the points assigned to the highest scored proposal. If a DVBE incentive is also offered in connection with this solicitation, additional rules regarding the interaction between the small business preference and the DVBE incentive apply.

To receive the small business preference, the Proposer must be either (i) a Department of General Services ("DGS") certified small business or microbusiness performing a commercially useful function, or (ii) a DGS-certified small business nonprofit veteran service agency.

If the Proposer wishes to seek the small business preference, the Proposer must complete and submit with its proposal the Small Business Declaration (Attachment 5). The Proposer must submit with the Small Business Declaration all materials required in the Small Business Declaration.

Failure to complete and submit the Small Business Declaration as required will result in the Proposer not receiving the small business preference. In addition, the JC may request additional written clarifying information. Failure to provide this information as requested will result in the Proposer not receiving the small business preference.

If the Proposer receives the small business preference, (i) the Proposer will be required to complete a post-contract report; and (ii) failure to meet the small business commitment set forth in its proposal will constitute a breach of contract.

**FRAUDULENT MISREPRESENTATION IN CONNECTION WITH THE SMALL BUSINESS PREFERENCE IS UNLAWFUL AND IS PUNISHABLE BY CIVIL PENALTIES. SEE GOVERNMENT CODE SECTION 14842.5.**

### **14.0 PROTESTS**

Any protests will be handled in accordance with Chapter 7 of the Judicial Branch Contracting Manual (see [www.courts.ca.gov/documents/jbcl-manual.pdf](http://www.courts.ca.gov/documents/jbcl-manual.pdf)). Failure of a Proposer to comply with the protest procedures set forth in that chapter will render a protest inadequate and non-responsive and will result in rejection of the protest. The deadline for the JC to receive a solicitation specifications protest is **March 1, 2019**. Protests must be sent to:

RFP Title: Legal Case and Project Management System, Implementation and Ongoing Information  
Technology Support Services  
RFP Number: LSO-2019-12-CD

Judicial Council of California  
Branch Accounting and Procurement, Administrative Division  
Attn: Protest Officer, RFP No. LSO-2019-12-CD  
455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102