

Request for Discussion (RFD) and System Presentations

Customer Service System (CSS)

Contract Procurement Approach and System Presentations

Requested by

State Road and Tollway Authority (SRTA)

February 9, 2023

Request a One-on-One by: February 24, 2023, at Noon EST

Submit Written Feedback by: March 1, 2023, at 3:00 PM EST



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Acronyms

BAFO	Best And Final Offer
CSS	Customer Service System
CSSI	Customer Service Systems Integrator
GDOT	Georgia Department Of Transportation
IAG	Southeast Hub
IVR	Interactive Voice Response
MMIP	Major Mobility Investment Program
MS	Microsoft
NTE	Not To Exceed
POC	Proof Of Concept
Q&A	Questions and Answers
RFD	Request For Discussion
RFP	Request For Proposals
STI	Standard Transaction Interface
SRTA	State Road and Tollway Authority

1. Purpose and Need

The State Road and Tollway Authority (SRTA) intends to post a solicitation for the procurement of a new Customer Service System (CSS) and award a contract for the provision of the selected CSS to replace SRTA's Legacy System. The intent of the replacement is to accommodate new and additional features required by the State's Major Mobility Investment Program (MMIP). This additional functionality includes a Missed-A-Toll payment portal, a new transaction fee structure, additional daily reconciliation, and configurable workflows for violation processing. Additional information on MMIP can be found at <https://majormobilityga.com/>

In preparation for the procurement of a new CSS, SRTA is releasing this Request for Discussion (RFD) to request feedback from the toll industry on the planned procurement approach and timelines outlined in Appendix A, as well as learn more about Customer Service Systems currently in production and collecting revenue.

Schedule of Events	
RFD	
Requests to participate in One-on-Ones and System Presentations	Submit no later than February 24, 2023, at Noon EST
Written Feedback	Submit no later than March 1, 2023, at 3:00 PM EST
One-on-Ones and Systems Presentations	Will be held from March 6 to March 17, 2023
Formal CSS Procurement	
Anticipated start of formal CSS procurement	Second quarter of Calendar Year 2023 <i>* Subject to change</i>

2. Background

SRTA is a state-level, independent authority created by the Georgia General Assembly to operate tolled facilities within the state of Georgia. SRTA also serves as a financing arm for transportation projects across the state. SRTA's Mission is "connecting people, jobs, and communities through integrated mobility options and innovative solutions." SRTA's vision is to position Georgia as a national leader in the implementation of transformative mobility solutions. SRTA's core values are integrity, innovation, collaboration, customer focus, and diversity.

SRTA, in partnership with the Georgia Department of Transportation (GDOT), develops, operates, and maintains Georgia's Express Lane network. SRTA is responsible for setting toll rates, collecting tolls, and managing the Peach Pass Customer Service Center. GDOT is responsible for the civil construction and roadway maintenance of each Express Lane facility. SRTA is responsible for the toll system implementation and maintenance on each facility.

SRTA currently has 718,385 active Peach Pass accounts. The Customer Service Center took over 500,000 incoming calls in Fiscal Year 2023 and processed over 25 million transactions. Transactions are expected to grow to over 38 million by 2030 and 122 million by 2040.

SRTA is in the process of seeking qualified vendors interested in serving as SRTA's Customer Service Systems Integrator (CSSI) to provide a CSS, which includes customer account management for Peach Pass account holders, a full service account management website, mobile app, Interactive Voice Response (IVR) and phone system, violation enforcement, interoperability via the Southeast Hub, parking, and possibly transit and other facilities which could use Peach Pass as a form of payment. The CSSI will develop and support the following third-party interfaces and associated functionalities: payment gateway, collections, mail house, plate lookup, retail tag distribution and cash payment services, data warehouse, occupancy enforcement, occupancy verification, Southeast Hub (IAG), and the roadside standard transaction interface (STI).

The CSS project includes:

- 1) The installation/implementation/provisioning/integration/testing/maintenance of the CSS with all associated subsystems, functionality, and interfaces;
- 2) All work required to transition from SRTA's existing CSS to the new one including the migration of existing accounts, data, violations, and file artifacts;
- 3) Any/all modifications to the selected vendors' existing in-production system(s) to support SRTA's specific requirements;
- 4) Development, delivery, and ongoing maintenance of specific project documentation
- 5) All project management and quality assurance activities, including all testing phases associated with the project's delivery;
- 6) System hosting, archiving, and disaster recovery, none of which will be on SRTA's premises and must be cloud-based.

This scope of services does not include roadside tolling systems functionality, dynamic pricing, or trip building. Complete and rated toll, parking, transit, and other transactions/trips will be submitted to the CSS for processing and reconciliation.

The desired outcomes of the CSS Project are:

- 1) Implementation of an established and proven CSS, with expedited delivery through reducing development or customization to the minimum possible;
- 2) Enhance customer experience through system reliability, consistency, accuracy, simplicity, and user friendliness;
- 3) Achieve operational cost efficiencies through the application of existing technology and industry best practices;
- 4) The ability to trace and reconcile trips through the entire process flow, from roadside through financial posting and reporting;
- 5) Meet or exceed schedule and performance targets;
- 6) Smoothly and accurately transition from the existing CSS system to a new one with minimal disruptions to customers and no revenue loss, to include the migration of existing data;

- 7) Cooperate and collaborate productively with SRTA and its project partners during the CSS project;
- 8) Implementation of the use of technologies that ensure payment data remains protected and enable remote personnel to perform their work securely.

3. RFD - Written Feedback, One-on-Ones, System Presentations

SRTA is seeking feedback from potential bidders on the CSS procurement approach, which is described in Appendix A. SRTA invites vendors to provide this feedback by participating in this RFD, which is composed of three parts:

1. Written Feedback
2. Procurement One-on-Ones
3. System Presentation (Optional)

Vendors interested in participating in this RFD are required to follow the process outlined in Section 4. *Please note that participation in this RFD process is NOT required to participate in SRTA's future CSS Procurement process.*

Ideas and concepts presented by vendors in written feedback or during these meetings may be incorporated into the final RFP or other elements of the procurement; therefore, vendors should refrain from providing information, ideas, and concepts considered to be proprietary, confidential, or trade secrets.

3.1 Written Feedback

SRTA is seeking input from vendors on the procurement approach outlined in Appendix A, as well as any alternative preferred or innovative procurement methods. Principally, SRTA seeks input for the topics and questions in Appendix B, as well as the rationale behind the feedback.

3.2 Procurement One-on-Ones

SRTA will hold One-on-One discussions with interested vendors who respond to the RFD. One-on-One discussions will be held virtually via MS Teams and will be a maximum of 45 minutes per vendor. The RFD One-on-Ones are focused solely on the procurement approach itself and are not a forum to discuss the system being procured, associated technical or other requirements, the capabilities of the company interested in bidding, or the eventual contract. Vendors can use the time in the One-on-Ones to discuss or elaborate on their RFD Written Response content, as well as participate in Q&A with SRTA on the procurement approach.

The intent of the Written Feedback and One-on-One Discussions is to inform the CSS procurement project team by gathering comments and feedback on the anticipated procurement approach and timelines.

3.3 System Presentations [optional]

The system presentations are an optional add-on to the One-on-One sessions for interested vendors who respond to the RFD and participate in the One-on-One sessions. System presentations will also be held virtually via MS Teams, immediately upon conclusion of the vendor's One-on-One, and will be a maximum of 75 minutes per vendor. The system presentation is the vendor's opportunity to demonstrate (through a demo or presentation) its relevant systems and subsystems.

The intent of the System Presentations is for the SRTA team to learn more about the systems and subsystems in the tolling back-office market.

Important: The System Presentations are NOT the same as the System Demonstrations. The System Presentations will be conducted during the RFD process and are informational and non-scorable presentations, occurring before the start of the procurement process. The System Demonstrations will be conducted during the formal procurement process and will be a scored and prescriptive element of the formal procurement process.

4. Process to Participate in the RFD and System Presentations

To participate in the RFD and System Presentation process, vendors are expected to do the following:

Step 1: Review This Document

Review this document and its appendixes in detail. Determine whether your firm can provide the requested services for the scope of the procurement and whether your firm has unique perspectives or information to offer SRTA.

Step 2: Request an Appointment with SRTA for One-on-One and System Presentation

Each vendor feedback session will be limited to up to 2 hours, depending on opting into the System Presentation or not. Available time slots are as follows (all in EST):

March 6, 2023	March 7, 2023	March 8, 2023	March 16, 2023	Month 17, 2023
9 AM – 11 AM	9 AM – 11 AM	9 AM – 11 AM	9 AM – 11 AM	9 AM – 11 AM
1 PM – 3 PM	1 PM – 3 PM	1 PM – 3 PM	1 PM – 3 PM	1 PM – 3 PM

Interested vendors are instructed to send an email to the following contact, providing:

- 1) Three time slot choices, ranked in order of preference
- 2) Indication whether the vendor is requesting:
 - a. One-on-One only (45 minutes)
 - b. Both One-on-One (45 minutes) and System Presentation (75 minutes), for a total of 2 hours

- 3) Provide a brief indication of:
- a. What type of tolling system the vendor plans to show in the System Presentation (back-office system, customer relationship management system, subsystem, etc.);
 - b. If the system or subsystem is currently in production or in development;
 - c. Where the system or subsystem is in use (if applicable);
 - d. A rough order of magnitude of transactions processed per year (if applicable).

Examples:

- *Back-office system, in production, Spain, 18M transactions per year.*
- *Customer relationship management system, in development.*

Subject line: Tolling CSS RFD One-on-One/System Presentation [*vendor name*]

Contact email: SRTA_RFD@srtga.gov

Requests should be submitted no later than February 24, 2023, at Noon EST.

SRTA will give priority to prime back-office system providers who have tolling systems in production and collecting revenue. Once those vendors receive confirmation of their time slot, and if there are still available slots, subsystem vendors and vendors with products still in the development phase, will be scheduled on a first come first serve basis. SRTA in its sole discretion reserves the right to add or reduce the total number of available time slots. SRTA will assign time slots and confirm the assignment via email. Additional instructions may be provided at that time.

Step 3: Provide Written Feedback

Vendors requesting a One-on-One will submit feedback as described in Appendix B to the following contact:

Subject line: Tolling CSS RFD Feedback [*vendor name*]

Contact email: SRTA_RFD@srtga.gov

Feedback should be submitted no later than March 1, 2023, at 3:00 PM EST.

Step 4: One-on-One Discussions + System Presentations

SRTA will meet with interested vendors during their designated time slot. Vendors should be prepared to discuss the topics described in Appendix A, as well as their written feedback provided in response to Appendix B.

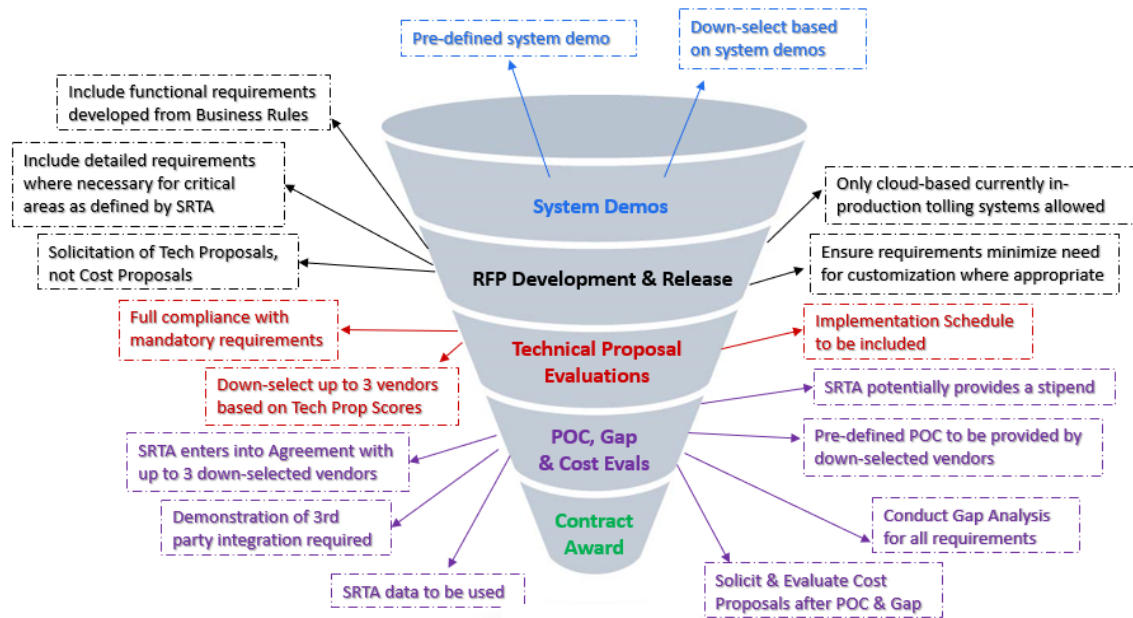
SRTA representatives at these meetings will include, but are not limited to, representatives from Project Management, Engineering, Operations, Customer Service, Finance, IT, Procurement, and Legal.

SRTA will not assume any expense incurred by vendors participating in the Request for Discussion, Request for Discussion Response, Request for Discussion One-on-Ones, or System Presentations. Vendors are solely responsible for their own expenses.

SRTA may amend or cancel this Request for Discussion at any time, for any reason.

Appendix A - Planned Procurement Approach

SRTA is contemplating a procurement approach where vendors would participate in the following series of procurement events to convey their ability to meet the needs of SRTA with their system. SRTA is considering some less traditional events, namely the Proof of Concept and Gap Analysis, as scored components. The graphic below illustrates some key points of the process and phases. The sections beyond go into additional detail on each procurement phase.



1) System Demonstration and Attestation

As the first step in the procurement process, SRTA will publish a Request for System Demonstration. The Request for System Demonstration will include a prescriptive set of tasks for exactly what must be demonstrated, as well as the timeboxing and ground rules for the demonstrations. All interested prime integrators with a cloud-based tolling back-office system currently in a production environment (not a prototype or in-development system) and collecting revenue should request a System Demonstration opportunity. The System Demonstrations will be held in person at SRTA headquarters in Atlanta, GA.

Along with the Request for System Demonstration, SRTA will release an Attestation form, containing a list of SRTA-specified functionalities and features. Vendors will be required to attest to one of the following categories for each functionality required by SRTA:

- a. Currently in Production
- b. Previously in Production within last 3 years
- c. Would Need to be Developed
- d. Can't Meet Requirement

All proposed systems for the System Demonstrations must be cloud-based and accessible by any of the most common internet browsers, already-in-use in the tolling industry, and have a high level of compatibility with SRTA's functional needs, based on the attestation functionalities and features. The System Demonstration is not intended to be a sales pitch or advertisement of the company, but rather a structured scorable opportunity to show SRTA how the proposer's established system meets SRTA's needs. System Demonstrations will be limited to only the functionality and features included in the prescriptive description provided by SRTA. Vendors may not demonstrate functionalities or features that are not currently in production.

SRTA team members will score each System Demonstration and down select up to 5 vendors. The selected vendors will be invited to respond to SRTA's CSS RFP and participate in the feedback for the Draft RFP.

SRTA anticipates the following time-blocked format for the scored and non-scored portions of the System Demonstration (see table below). SRTA will adhere strictly to time blocks. If a vendor does not get to a portion of the demo elements of a given time block, they will receive a zero in the scoring for that specific element, which will be factored into the total score for the block, as well as the overall score. Vendors will not be permitted to ask SRTA questions during the demo. SRTA may ask brief clarification-only questions, and all other questions will be held until the end of the block.

There will be 4 hours and 40 minutes of scorable time within the 6.5 hour System Demonstration time period allocated for each vendor.

Time Block	Block Description	Scored (S)/ Not Scored (NS)
<i>MS Teams will be opened 30 minutes prior to System Demo start for setup</i>		
20 minutes	Introductions (SRTA and Vendor) and Ground Rules (SRTA)	NS
10 minutes	Company Overview (Vendor)	NS
70 minutes	Software Demonstration Block 1	S
10 minutes	Break	
90 minutes	Software Demonstration Block 2	S
60 minutes	Lunch Break	
60 minutes	Software Demonstration Block 3	S
10 minutes	Break	
60 minutes	Software Demonstration Block 4	S

2) Draft RFP Feedback

- a. **Pre-Bid Conference:** The Pre-Bid Conference will be an informational webinar prior to the release of the Draft RFP, with the purpose of informing down-selected vendors of the high-level schedule for the procurement and the process for responding to the draft RFP. The webinar will not include a Q&A session. The down-selected vendors from the System Demonstrations will be invited to the Pre-bid Conference Webinar, which will be held virtually.

- b. **Draft RFP:** The down-selected vendors from the System Demonstrations will be invited to provide feedback to a Draft RFP. The deadline to submit feedback/questions would be approximately 2 weeks after the release of the Draft RFP.
- c. **Draft RFP One-on-Ones:** Approximately 4 weeks after the release of Draft RFP, SRTA will hold One-on-One sessions with responding vendors. The purpose of the One-on-Ones is to engage in discussion with down-selected vendors to help SRTA gauge whether the Draft RFP is accurately and clearly communicating SRTA's needs for the CSS procurement. The revisions made as a result of this process will raise quality and reduce questions when the Final RFP is released. SRTA anticipates holding One-on-One sessions in person or virtual, to be decided.

3) **Technical Proposal**

Approximately 12 weeks after the Draft RFP One-on-Ones, the Final RFP will be sent only to the down-selected vendors from the System Demonstrations. The Final RFP will have a projected 7-week Technical Proposal response timeline and an opportunity for written Q&A submission approximately 2 weeks after release of the RFP. Only the Technical Proposal will be submitted during this stage. *The Cost Proposal will be submitted later in the process.*

After evaluating and scoring the Technical Proposal, SRTA anticipates down-selecting to up to 3 vendors.

4) **Proof of Concept**

Up to 3 down-selected vendors from the Technical Proposal evaluations will be required to provide a Proof of Concept (POC). Down-selected vendors will receive notice of selection and POC requirements approximately 8-9 weeks prior to the start of POCs. The purpose of the POC is to determine the ability of the vendor's system to meet SRTA's needs with minimal configuration, to provide SRTA with real-time proof of features and functionality for SRTA requirements, to identify potential risks or issues, and to validate the system functionality as represented in the Attestation and Technical Proposal.

For the POC, SRTA will provide a prescribed process to demonstrate features and functional requirements previously attested to or asserted in the Technical Proposal. SRTA team members will evaluate each POC consistently based on a scoring matrix/form. The POC is expected to cover approximately 500-600 total functional and prescriptive requirements within defined categories and will be scored based on elements such as how much can be adopted as-is vs requiring configuration vs requiring development; ease and level of configurability; user interface and system design; system efficiencies; available workflows; performance; accuracy of trip processing and reporting; ability to demonstrate required interface(s); and POC planning

and execution. The POC will be held in person at SRTA headquarters in Atlanta, GA, and is anticipated to be 2-4 weeks long for each vendor.

SRTA will provide the data for the POC, to include mock customer and account data, as well as bundled trip data and other required data/interface information. SRTA anticipates having each vendor process 1 week of trips from the lanes. Demonstrating 1-3 prescribed interfaces will also be required as part of the POC. The vendor will provide POC system access to SRTA personnel for use in POC execution and will have the appropriate key personnel on site to assist SRTA, answer questions, and demonstrate functionality.

5) *Gap Analysis*

After the completion of the POC scoring, SRTA will engage in a series of in-person gap analysis workshops with vendors at SRTA headquarters in Atlanta, GA. The purpose of the workshops is to ensure SRTA is clear on how the vendor intends to meet all requirements, identify any gaps and how they will be addressed, and come to common understanding on defining key elements. The Gap Analysis will result in more accurate pricing from the vendor, a more streamlined contract negotiation, and less interpretation and scope impact in the implementation phase. The SRTA team participating in this phase of the procurement will ask and answer questions to ensure consistent understanding with the vendors and will evaluate each vendor based on a scoring matrix/form.

6) *Cost Proposal*

SRTA plans to require a standard Cost Proposal in response to the RFP. The Cost Proposal will be due after the completion of the Proof of Concept and Gap Analysis. A Best and Final Offer (BAFO) will be conducted if SRTA determines one is necessary.

7) *Peer Agency Visits*

For each vendor remaining after System Demonstration down-select, SRTA is planning to conduct up to two in-person visits with peer agencies who are currently using the systems proposed by the vendors. SRTA anticipates the first visit after the release of the Final RFP, but before the vendors submit their Technical Proposal response. The second visit would be after the POC or during the final evaluation prior to award.

8) *Stipend*

SRTA is considering a stipend for the POC and/or the Gap Analysis.

Appendix B - Written Vendor Feedback

SRTA seeks input from vendors on the procurement approach outlined in Appendix A as well as any alternative preferred or innovative procurement methods. Principally, SRTA seeks input for the following questions, as well as the rationale behind the feedback. All responses shall be in PDF format and shall be **20 pages or less**, inclusive of all content.

Vendors are encouraged to provide rationale for their answers, including on yes or no questions.

1) What general feedback does the vendor have regarding the planned procurement approach for the CSS Procurement in Appendix A.

- a. Do the phases proposed seem appropriate for a procurement of this size?
- b. Is the down-selecting occurring at the correct stages? Are the number of firms chosen at each stage adequate?
- c. If the vendor has participated in a procurement similar to what is proposed, provide any feedback on how this process compares to a standard RFQ/RFP/Technical Proposal procurement.
- d. What general feedback does the vendor have regarding System Demonstrations ahead of the RFP process and as a mechanism to down select RFP participants?
- e. Proof of Concept and GAP Analysis:
 - i. Does the vendor see any benefit with the POC and GAP Analysis as described?
 - ii. Has the vendor participated in similar POC and GAP Analysis in the past? If so, please describe the experience and outcome. Did it add value? Did it increase the chances for a successful implementation?
 - iii. Does the vendor have any concern with the POC and GAP Analysis as described? Please provide suggestions on how to mitigate any potential concern and, in general, any idea about how to ensure these processes are conducted successfully.
 - iv. What is the vendor's feedback on the duration and timelines of the POC?
 - v. Has the vendor participated in other approaches to accomplish the intent of the POC without the extended timeline of the POC?
 - vi. Does the vendor see it as more advantageous to conduct the POCs of down-selected systems at the same time or conduct one and then conduct the next?
- f. Does the proposed approach impact (positively or negatively) the vendor's potential participation in this procurement?
- g. Any other considerations for the planned procurement approach

2) What feedback does the vendor have regarding planned durations/timelines of different elements?

- a. System Demo – 6.5 hours, with 4 hours and 40 minutes total scorable (see schedule)
- b. Draft RFP One-on-Ones – 4 weeks after release of Draft RFP

- c. Feedback/Q&As due for Draft RFP and Final RFP – 2 weeks after release
 - d. Technical Proposal – response approximately 7 weeks after RFP
 - e. Proof of Concept – starting 8-9 weeks after down-select with a duration of 2-4 weeks
 - f. Gap Analysis – duration of 2 weeks per vendor
- 3) What feedback does the vendor have regarding virtual vs in-person for the following elements?**
- a. Pre-bid Conference
 - b. Draft RFP One-on-Ones
 - c. System Demonstration and Attestation
 - d. Proof of Concept
 - e. Gap Analysis
 - f. Peer Agency Visits
- 4) What feedback does the vendor have regarding a stipend for Proof of Concept and/or Gap Analysis?**
- a. What are examples of stipends from other similar procurements that the vendor thought were reasonable and why they thought they were reasonable?
 - b. What are the pros and cons to a fixed stipend amount vs reimbursing costs up to a NTE amount?
 - c. Retention based on outcome
 - i. Should the stipend be applied to a milestone if awarded the contract? Provide rationale.
 - ii. Should the stipend not factor into post-award whether awarded or not? Provide rationale.
 - d. What amount would the vendor consider to be a reasonable stipend amount for the POC? For the Gap Analysis?
 - e. What should SRTA expect the vendor to produce in return for the stipend in terms of configuration, development, etc.?
 - f. If SRTA is allowed to use any system features seen at the POC in return for the stipend, should a stipend still be offered?
 - g. Any other considerations for stipend
- 5) What feedback does the vendor have regarding the Peer Agency Visit(s) and their timing?**
- a. What stage of the procurement is most advantageous to conduct Peer Agency Visits and why?
 - b. What general feedback does the vendor have regarding Peer Agency Visits conducted on other procurements they have bid on?
- 6) What feedback does the vendor have regarding the Cost Proposal submittal timing?**
- a. Is there any value in requiring Cost Proposal submittal earlier in the process?

- b. Any additional thoughts on planned Cost Proposal timing with regard to risks, benefits, etc.
 - c. Is there value in SRTA providing a Not to Exceed budget and when should that information be provided?
- 7) Does the vendor have any additional feedback, related to the proposed procurement approach, not reflected in the responses to topics 1-6? What other suggestions do the vendors have to aid SRTA in selecting an existing system that requires minimal customization?**