

REQUEST FOR PROPOSALS

A PROJECT TO PROVIDE A CUSTOMER SERVICE CENTER AND BACK OFFICE SYSTEM FOR RIVERLINK'S OHIO RIVER BRIDGES

ISSUED September 30, 2020

A Project of
Indiana Finance Authority
One North Capitol Avenue, Suite 900
Indianapolis, Indiana 46204

Form M Submitted Questions and Responses

October 27, 2020

Key Dates

<u>EVENT</u>	<u>DATE</u>
Industry Forum	September 1, 2020
One-on-One Proposer Meetings	September 2-8, 2020
Mandatory Pre-bid Meeting	October 14, 2020
Last date for Proposer submittal of questions regarding the RFP	November 2, 2020
Last date for IFA responses to timely submitted questions regarding the RFP (if necessary)	November 23, 2020
Proposal due date	December 14, 2020
Notification of initial short-list of Proposers	January 8, 2021
Notification of final short-list of Proposers	February 5, 2021
Proof of Concept by final short-list of Proposers	April, 2021
Due date for Best and Final Offer by final short-list of Proposers	May 14, 2021
Anticipated notification of Preferred Proposer	May 31, 2021
Completion of negotiations	June 30, 2021
Execution of Contract and other Execution Documents by Preferred Proposer	July 1, 2021

Unless specifically addressed below, all other provisions and clauses of the RFP remain unchanged.

The Joint Board anticipates publishing an Addenda incorporating the answers provided to the questions at the end of the question and answer period.

The responses herein provided by the Joint Board Authorized Representatives are intended to provide more clarity to the RFP’s requirements in response to the submitted questions. As noted in Section 5.1.4.1 of the RFP, such responses are not considered part of the Contract Documents, nor are such responses relevant in interpreting the Contract Documents, except as expressly set forth in the Contract Documents. Any official changes to any RFP requirement or provision to the Contract will only be made through an Addenda issued by the Joint Board.

Capitalized Terms not otherwise defined in the responses provided by the Joint Board Authorized Representatives shall have the meanings set forth in the RFP and RFP Documents.

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47	10/14/2020	10/27/2020	Volume II, Contract, Warranty Bond, Volume II, Section 8.1.3, pg. 44		<p>Warranty Bond, Volume II, Section 8.1.3, pg. 44 - Warranty bond is to be in place in an amount of 10% of the initial contract price at system acceptance and is one of the conditions of release for the P&P bonds. The warranty bond is to be on the form in Exhibit 5-B (p. 181) which states the amount is to be 20% instead of the 10% previously referenced in the RFP on p. 44.</p> <p>Question: Can you please clarify the amount along with the duration of the warranty bond (1-year standard warranty)?</p>	<p>The Warranty bond referenced in Volume II, Section 8.1.3 is to be in place in an amount of 20% of the Initial Costs. This section will be updated and included in an upcoming addendum.</p> <p>The Joint Board is not specifying the duration of the Warranty Bond except that, pursuant to Section 8.1.3, if used by TSP2 to obtain a reduction in the amount of the Performance Bond, it should guarantee performance of Work required to be performed during the General Warranty Period (commencing on Revenue Service Date and extending for full Contract Term).</p>

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55	10/21/2020	10/27/2020	Vol I, Section 2.0, Proposal Submission (pgs. 9-10)	Proposal Submission Format	<p>Based on CDC guidelines and our corporate policies for staff safety in the current COVID-19 environment, would IFA please consider allowing electronic-only submissions?</p> <p>This would accommodate future contingencies or changes in CDC guidelines or our corporate safety protocols, and would prevent the need for our production staff, signatories and proposal development team members to physically handle and assemble hard copy materials in close quarters onsite.</p>	As originally specified, one original signed hard copy is required.
56	10/21/2020	10/27/2020	Vol I, Section 2.0, Proposal Submission (pgs. 9-10)	Proposal Submission Format	Based on CDC guidelines and our corporate remote work and staff safety policies in the current COVID-19 environment, would IFA please temporarily waive the ink signature requirements with the understanding that wet-signed hard copies of all documentation would be provided upon award of contract?	As originally specified, one original signed hard copy is required.

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57	10/21/2020	10/27/2020	Vol I, Exhibit B, Part 1.C (pg. 50)	Proposal Submission Format	Please confirm if keeping financial information for an individual entity in its own separate, clearly-indicated proposal section in both the electronic and hard copy submissions is sufficient to meet the "separate packaging" of entities' financial information requirement.	Proposers can submit financial information for individual entity(ies) in its own separate, clearly indicated section to satisfy the entities' financial information requirement.
58	10/21/2020	10/27/2020	Vol I, Exhibit B, Part 1.C. Financial Information (pg. 50)	Proposal submission format	Our financial statements are extensive in length (200+ pages) when printed in hard copy. To minimize paper use and printed hard copy materials, and to help limit physical production and handling of submission materials by our staff, would IFA allow bidders to provide electronic-only copies of financial statements and/or links to our publicly-available financials?	Hard copy submittal of Proposer's Financial Information is required.
59	10/21/2020	10/27/2020	Vol 1, Exhibit B, Part 1.B Certificates of Insurance (pg. 21, 48. Form A.b, and RFP Vol. II, Section 9.)	Insurance requirements	There appear to be conflicts in the RFP requirements for evidence of insurance coverages. Specifically: <ul style="list-style-type: none"> • RFP Volume II, Section 9.0 Insurance (pg. 47) • RFP Volume 1, pg. 21. Section 4.5.1. Documents to Be Delivered by 	Proposals must include evidence of Insurance coverage capabilities in a letter or statement from insurance companies or agents.

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					<p>Proposer with Executed Contract</p> <ul style="list-style-type: none"> RFP Volume 1, pg. 48, Section B. <p>Proposer Information, Certifications, and Documents; Insurance</p> <ul style="list-style-type: none"> RFP Volume 1, pg. 72, Form A, item b <p>Please confirm we do <i>not</i> need to provide certificates of insurance with our proposal.</p> <p>If other evidence of insurance coverage capabilities is required with proposals, please indicate the preferred format for providing the evidence (such as a letter, a form or inclusion of a statement of affirmation in our proposal submission.)</p>	
60	10/21/2020	10/27/2020	Vol I, section 5.1.12. Requirement to Submit Responsive, Compliant Proposal (pg. 35), Form P	Responsive Proposal Requirements, Form P	<p>There appear to be conflicts in the RFP requirements for provision of exceptions. Specifically:</p> <ul style="list-style-type: none"> RFP Vol.1, page 35, section 5.1.12. "Requirement to Submit Responsive, Compliant Proposal" indicates we 	Notwithstanding any Exceptions submitted with a Proposal using Form P, a Proposal may not include any assumptions, qualifications, conditions, exceptions to or deviations from the requirements of the RFP. If a Proposal does not fully comply with the instructions and rules contained in this ITP, including the exhibits, it may be considered non- responsive and/or non-compliant.

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					<p>are NOT to provide exceptions</p> <ul style="list-style-type: none"> Form P Exceptions has been provided as a required proposal document. <p>Please confirm we may provide exceptions in Form P.</p>	<p>An update to Volume 1, Section 5.1.12 will be included in an upcoming addendum.</p>
61	10/21/2020	10/27/2020	Vol I, Exhibit B, Part 1.C. Financial Information, (pgs. 50-53)	Financial and Performance documentation requirements	<p>Please confirm if the financial information requirements indicated in RFP Exhibit B, Part 1.C apply to subcontractors who are not financially responsible parties and will not be providing services valued in excess of 15% or more of the total contract value.</p>	<p>Form C must be completed / signed by Equity Members, Major Subcontractors and Financially Responsible Parties.</p> <p>Proposers should in particular review definitions of “Major Subcontractor” and “Major Subcontract” to determine whether a subcontractor is a “Major Subcontractor”</p>

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62	10/21/2020	10/27/2020	Vol I, Part 1.C.c, Form L, Forms B1-3, (RFP pgs 21, 54, 61; Form L pg. 101)	Guarantor Commitment and Authorization requirements	<p>There appear to be conflicts in the RFP requirements for a Guarantor. Specifically:</p> <ul style="list-style-type: none"> • RFP Vol. I, pg. 21 indicates Guarantor as a potential post-award requirement • RFP Vol.1, pg. 61 indicates Guarantor as a potential post-award requirement • RFP Vol. 1, Part 1.C, pg. 50 indicates a Guarantor is required at time of bid • RFP exhibit 1.C.c, pg. 54 indicates a Guarantor is required at time of bid AND also indicates Guarantor is a potential post-award requirement • RFP Vol. I, Form L, pg.1 indicates a Guarantor is required at time of bid AND also indicates Guarantor is a potential post-award requirement <p>Please clarify if a guaranty/Guarantor is required at time of bid or if it may be required post-bid evaluation at the discretion of the Board.</p>	<p>No conflicts identified. Requirements for a Guarantor are clear and best explained in RFP Exhibit 1.C.c (page 54).</p> <p>A Guarantor is <u>not</u> required to be submitted with a Proposal <u>unless</u> one is required under the circumstances listed in that section.</p> <p>In addition, the RFP is clear in that a Guarantor may be required post-bid at the discretion of the Board.</p> <p>If a Guarantor is required, that same section is clear in regard to what must be submitted.</p>

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63	10/21/2020	10/27/2020	Vol.1, Exhibit B, Part 1, Section B., Form A. and Form C. (pg. 46)	Form A signatory	The requirements indicate that Form A must be signed “by all Equity Members.” We are a sole Prime bidder with no Equity Members in our bidding structure. Please confirm that a signature from our authorized Proposer representative is acceptable for Form A.	A signature from an authorized Proposer’s representative for Proposals with no Equity Members is acceptable for Form A.
64	10/21/2020	10/27/2020	Vol.1, Exhibit B, Part 1, Section B., Form A. and Form C. (pg. 46)	Form A and Form C conflicts	<p>The signature requirements indicated for Forms A. and C. in RFP Vol. I pg. 46 conflict:</p> <ul style="list-style-type: none"> • RFP Vol. 1, Form A, pg. 46 requires signature “by all Equity Members” • RFP Vol. 1, Form C, pg. 46 requires signature by “the same individual(s) who signed the Proposal Letter” which is Form A. However, the Form C. instructions require signatures by “Equity Members, Major Subcontractors and Financially Responsible Parties.” These are not the same individuals required to sign Form A. <p>Please confirm that a signature from our</p>	Form C requires the same signatures from the Representatives that signed Form A <u>AND</u> signatures from Major Subcontractors and Financially Responsible Parties.

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					authorized Proposer representative is acceptable for both Form A and Form C.	
165	10/21/2020	10/27/2020	Vol I, Exhibit B, Part 1, Section F. Project Team, (pg. 62)	Form E.	Please confirm that providing a completed Form E, which includes a statement of personnel commitment and required signatures, satisfies the Vol I, Exhibit B, Part 1, Section F. Project Team requirement to provide “an affirmative statement” of availability and commitment.	A Proposal Form E signed by the Proposer and the Employer of each of the Key Personnel identified in Form K satisfies Exhibit B, Section F Project Team requirement.
66	10/21/2020	10/27/2020	Vol. II, Exhibit C, Part 2.D, K-8; Exhibit E	Exhibit E correction needed	RFP Part 2.D, K-8 has requirements for our “Approach to Technology and Telephony.” Our response to these K-8 requirements is subject to a scored evaluation. However, Exhibit E. Proposal Checklist does not include the K-8 requirement. Please confirm we must provide a response to the K-8 requirements. Please also provide a corrected Exhibit E so we may include it in our final submission as required.	An updated Exhibit E – Proposal Checklist will be provided in an upcoming Addendum.

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67	10/21/2020	10/27/2020	Vol. II, Section 7.1.4	DBE Participation/Good Faith Efforts (GFE)	<p>RFP Vol. II Section 7.1.4. indicates: "TSP2 shall exercise good faith efforts to encourage DBE participation in the performance of the work." However no utilization goals, good faith effort documentation or forms, or requirements language for DBE participation are included in the RFP.</p> <p>Please confirm there are currently no DBE participation requirements, and that Proposer must demonstrate good faith efforts if awarded the contract.</p>	There are no DBE participation requirements; however, DBE participation is strongly encouraged.
68	10/21/2020	10/27/2020		Print & Mail Outbound Correspondence	<p>Print & Mail questions. For outbound mail and correspondence, please confirm:</p> <ol style="list-style-type: none"> a. Paper weight - #20, #24 or other weight b. Please advise if any mailed items consist of more than one printed page (printed front and back) c. Are any mailed items printed in color (if so which ones) or are they all printed in B&W? d. Please provide details/PDF samples regarding the 	<p>The design of outbound mail and correspondence will be addressed during workshop sessions with TSP2; however,</p> <ol style="list-style-type: none"> a) Assume 20# paper weight. b) Expect multipage duplex for some items. c) Assume in addition to black, up to 3 colors (RiverLink green, RiverLink blue, and red). d) There is no template that can be provided today. We look forward to working with TSP2 to design. e) We would anticipate that a return envelope is included for all invoices being mailed. f) It is anticipated that the payment coupon on the invoice will have a perforation that will allow for it to be

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					<p>design/copy of mailing envelope.</p> <p>e. Are return envelopes required in any of the outbound mail? If so, for which outbound mail categories?</p> <p>f. Are any of the notices or correspondence letters printed on perforated paper? If so, which mail categories?</p> <p>g. Please provide PDF images of each type of outbound mail sent – notices, correspondence letters, etc.</p>	<p>removed and included with the mailed payment</p> <p>g) There is no template that can be provided today. We look forward to working with TSP2 to design</p>
69	10/21/2020	10/27/2020	Pre-bid meeting Questions #18 and 21; Form M Question #26 regarding Vol 1, 1.3.2	Clarifying response	The response to questions 18 and 21 indicate a local presence requirement for print & mail services. Is this correct? Is tag inventory and fulfillment considered customer facing and therefore must be local?	All provided public facing services should be local. For example, the payment lock box address must be local as does the mailing return address, but the mail house location and tag fulfillment location does not.
70	10/23/2020	10/27/2020	VOLUME I INSTRUCTIONS TO PROPOSERS A. Executive Summary (e)		<p>"1.5 (e) A summary of any changes to the information submitted in the Proposer's Revisions"</p> <p>Can you please provide information about what is desired in response to this RFP text?</p>	In Volume 1, Exhibit B, Part 1, Section A, Executive Summary bullet (e) will be removed and updated accordingly in an upcoming addendum.

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71	10/23/2020	10/27/2020	Form K Requirements IMP-031		<p>Requirement: "The BOS IR System shall be able to process images at forecasted volumes, at a minimum, throughout the period of the Contract and in accordance with the Requirements."</p> <p>Can you please provide a full set of <u>historical</u> volumetrics for system operations?</p>	No additional historical information will be provided at this time.
72	10/23/2020	10/27/2020	Form K Requirements IMP-031		<p>Requirement: "The BOS IR System shall be able to process images at forecasted volumes, at a minimum, throughout the period of the Contract and in accordance with the Requirements."</p> <p>Can you please provide a full set of <u>projected</u> volumetrics for system operations?</p>	No additional projections can be provided at this time.
73	10/23/2020	10/27/2020	Volume II Contract 17.1.1. Limitation of Liability Until System Acceptance		"To the extent permitted by applicable Law, TSP2's liability under this Contract for damages (including actual, indirect, special, consequential, multiple or punitive damages) for the period from and after System Acceptance (whether arising in contract, negligence or other tort, or any other theory of law) shall not exceed the sum of (a) an amount equal	The limitation of TSP2's Liability under the Contract are fully and clearly explained in Volume II, Section 17.1.1.

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					<p>to \$TBD"</p> <p>Can you please verify that this clause describes the aggregate liability of all types?</p>	
74	10/23/2020	10/27/2020	None		Is there a requirement for a reloadable toll card similar to what is in use today for replenishing the unregistered starter kits?	Reloadable toll cards for unregistered starter kits are not specifically required but proposed solution must allow for replenishment at Full-Service and Partial-Service Retail Partners.
75	10/23/2020	10/27/2020	Requirements Matrix 17. Interfaces Interface to Future National Interoperability Agencies (INT-062)		<p>INT-062 The BOS shall provide the capability to interface with National Interoperable Agencies and existing and future national Hubs, for the functionality described within these requirements, and in accordance with the version of the National Interoperability ICD(s) in production at the time of BOS implementation, and the Future Updated Business Rules.</p> <p>Should the cost proposal include only the capability to interface, meaning to readily extend the system by reason of a modular architecture, or should it include the cost to implement, test, document, certify, commission, train,</p>	The system should be set up from an architecture perspective to allow for a new interface to be easily added in. The cost of said effort will be addressed if/when that time comes.

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					maintain and operate the interface? If the latter, how many reciprocal agencies should be assumed?	
76	10/23/2020	10/27/2020	Requirements Matrix 21.Implementation and Installation (IMI-144)		<p>TSP2 shall load test the BOS with the following load:</p> <ul style="list-style-type: none"> • processing of transactions at 300%, or more, of current and projected transaction volumes, as defined in performance requirements, to completely and thoroughly replicate the full range of BOS operations, and; • simulated user activity for concurrent users from all channels. <p>Can you provide the performance requirements to meet under load?</p>	The Load Test should be driven by the KPIs and should validate the system can seamlessly function without delay. Also, see IMI-145 to IMI-147.

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77	10/23/2020	10/27/2020	EXHIBIT C. PART 2: TECHNICAL PROPOSAL INSTRUCTIONS		<p>E. Preliminary Project Schedule The Proposal shall include a summary level preliminary Project Schedule and narrative for all planning, installation, integration and operations and maintenance during delivery and operations and maintenance phases of the Project (the "preliminary Project Schedule"). The preliminary Project Schedule shall include key activities and milestones included in the baseline planning, installation and integration schedule and the operations and maintenance baseline schedule.</p> <p>Could you clarify if the Preliminary Project Schedule (a Microsoft Project and corresponding PDF file) must include the operations and maintenance phase? If positive, should one or both of two (2) three (3)-year renewal options be included?</p>	<p>The preliminary Project Schedule shall include operations and maintenance, including anticipated updates and upgrades, but does not need to include any of the contract extension options.</p>

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78	10/23/2020	10/27/2020	Volume III Reference Information Documents Section 9: Traffic data		<p>In order to undertake a thorough assessment of the transponder fulfillment cost. We would appreciate additional information on top of the 1 months data provided in the section 9 of the Volume III of the RFP as it is difficult to extrapolate a projection for the future requirement of transponders for registering toll users.</p> <p>Is it possible to obtain monthly data on a full year time frame ?</p>	Additional tag fulfillment data will be provided in an upcoming updated addendum.
79	10/23/2020	10/27/2020	Volume III Reference Information Documents Section 9: Traffic data		<p>In order to perform a thorough assessment of the image review labor requirement, we would appreciate to having data on volume of Image Reviews undertaken in current operations.</p> <p>Is it possible to obtain monthly data for a full year?</p>	Additional historical information cannot be provided at this time. Please refer to video transactions as provided in Volume III.
80	10/23/2020	10/27/2020	Volume III Reference Information Documents Section 10: CSC data		It is currently difficult to assess lockbox services cost as we only now the value of revenue coming from that means of payment but not the volume of transactions paid through it. Knowing the volume will help size the lockbox operational team and cost the treatment of the	Additional lockbox payment data will be provided in an upcoming updated addendum.

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					<p>payments.</p> <p>Is it possible to obtain volume data on a full year time frame?</p>	
81	10/23/2020	10/27/2020	Volume III Reference Information Documents Section 8: Proposed Transaction Flow		<p>Could you please provide a description of the case management workflow/process from the 1st invoice sent to the closure of the transaction including the escalation timeline and penalties and fees for non compliance?</p>	<p>The details of the case management workflow will be developed during the workshops with TSP2.</p>
82	10/23/2020	10/27/2020	Volume III Reference Information Documents Section 9: Traffic data		<p>The latest LSIORB Traffic & Revenue Forecasts from "Steer Davies Gleave" is dated June 2016. Considering current pandemic situation, these will be largely outdated.</p> <p>Can you please provide recent forecasts to help the proposers establishing a proper evaluation?</p>	<p>More recent forecasts cannot be provided at this time.</p>
83	10/23/2020	10/27/2020	Form K Requirements IMP-031		<p>IMO-031 "The BOS IR System shall be able to process images at forecasted volumes, at a minimum, throughout the period of the Contract and in accordance with the Requirements."</p> <p>In order to ensure we are</p>	<p>No additional historical information can be provided at this time. Please refer to video transactions as provided in Volume III.</p>

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					providing accurate workforce calculations, can you please provide the monthly or annual volume of images processed today?	
84	10/23/2020	10/27/2020	Form K Requirements IMP-031		Similarly, can you please clarify the percentage of image review transactions today are manually (human interaction) reviewed vs OCR autopass?	Currently, OCR autopass is not utilized and all image review is performed manually.
85	10/23/2020	10/27/2020	Form K Requirements IMP-031		To ensure we calculate both Image Review technology outcomes and associated personnel appropriately, can you please share how many images are provided per transaction?	<p>The current RTCS typically provides up to 4 images per transaction as follows:</p> <ul style="list-style-type: none"> • 1 front (approx. 200KB avg. file size; 2048 X 1582; 96 dpi X 96 dpi) • 1 rear (approx. 200KB avg. file size; 2048 X 1582; 96 dpi X 96 dpi) • 1 overview (approx. 490KB avg. file size; 1920 X 1246; 96 dpi X 96 dpi) • 1 ROI image (approx. 1KB avg. file size)
86	10/23/2020	10/27/2020	Form K Requirements IMP-013		<p>IMP-013 The BOS IR System shall be designed and Configured in a way to reduce manual keying errors; e.g. double-blind verifications.</p> <p>To understand the quality of cameras, lighting, and images, can you please tell us what percentage of image review transactions today are performed as a "double blind"?</p>	Currently, all image review is based on a double-blind review process.

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87	10/23/2020	10/27/2020	Form K Requirements IMP-013		<p>IMP-013 The BOS IR System shall be designed and Configured in a way to reduce manual keying errors; e.g. double-blind verifications.</p> <p>Is "double blind" image review processing a requirement going forward?</p>	Image review should be designed to achieve the KPIs established for the Project.
88	10/23/2020	10/27/2020	Volume I 1.3.1 Project Goals		<p>In support of the project goal "To seamlessly transition the BOS and CSC from TSP1 to TSP2, without disruption or visible impact to RiverLink's customers and stakeholders, including comprehensive data migration"</p> <p>Please describe to what extent will existing (incumbent) resources will be available for knowledge transfer to the new selected vendor?</p>	Specific transition timelines and activities to be established in concert with both TSP1 and TSP2.
89	10/23/2020	10/27/2020	Volume II Exhibit 2 Section 3 Item 2		To ensure clear understanding of current state and opportunities for optimization, can you please clarify the wait time at the Walk-Up Centers and how this is calculated? (Digitally with a kiosk, arithmetically, with a human/host?)	The KPI scorecard will be designed in workshops with TSP2.

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90	10/23/2020	10/27/2020	Volume II Exhibit 2		If there is a current or recommended scorecard to be used for KPIs and their monthly review, can you please share it?	The KPI scorecard will be designed in workshops with the selected vendor.
91	10/23/2020	10/27/2020	Volume I Section 1.3.2		What level of involvement does the Joint Bridge desire in the selection and fit-up of the Customer Service Center facility?	The JBR will need to approve Walk Up Center locations but will not need to approve the CSC location. TSP2 should include JBR as much as needed to streamline the CSC selection. The build out of the CSC will require JBR approval.