July 14, 2021

To: Finance and Administration Committee

From: Darrell E. Johnson, Chief Executive Officer

Subject: Contractor Selection for the Back-Office System and Customer Service Center Operations for the 405 Express Lanes in Orange County

Overview

On June 22, 2020, the Orange County Transportation Authority Board of Directors approved the release of a request for proposals to retain contractor services to provide the back-office system and customer service center operations for the 405 Express Lanes in Orange County. Board of Directors' approval is requested for the selection of a firm to perform the required work.

Recommendations

A. Approve the selection of WSP USA Services Inc., as the firm to provide the back-office system and customer service center operations services for the 405 Express Lanes in Orange County.

B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-0-2690 between the Orange County Transportation Authority and WSP USA Services Inc., in the amount of $110,981,893, to provide the back-office system and customer service center operations services for the 405 Express Lanes in Orange County, for an initial term up to eight and a half years, with one three-year, and one two-year option terms.

Discussion

The Orange County Transportation Authority (OCTA), in cooperation with the California Department of Transportation, is implementing the design-build Interstate 405 (I- 405) Improvement Project (DB 405) between State Route 73 (SR-73) and Interstate 605 (I-605). The 405 Improvement Project will add one general purpose lane from Euclid Street to I-605, consistent with Measure M2 Project K, and will add an additional lane in each direction that

would combine with the existing high-occupancy vehicle lane to provide dual express lanes in each direction on I-405 from SR-73 to I-605, otherwise known as the 405 Express Lanes (405EL). The 405EL is a greenfield toll facility with no existing history.

On October 12, 2015, the OCTA Board of Directors (Board) approved assumptions for the 405EL as described in the 405EL Toll Policy and Finance Plan Decisions Document (Decisions Document). This document identified that the facility would operate in a manner similar to the 91 Express Lanes (91EL) with all-electronic tolling using transponders and with the same account types and violation process. On May 23, 2016, the Board approved the 405EL Toll Policy and Preliminary Finance Plan using the operating assumptions outlined in the Decisions Document.

This project includes the design, development, implementation, and maintenance of the back-office system (BOS) and customer service center (CSC) operations for the 405EL (Project). The BOS retrieves data from the in-lane Electronic Traffic and Toll Management System and charges to the customer account or establishes a violation for the trip, if applicable. In addition, the contractor will be responsible for the day-to-day operations for the 405EL, including the following toll-related services:

- Back-office software system
- Hardware and software monitoring and maintenance
- Telephone system and other customer contact systems
- Customer service
- Violations processing and collections
- Customer account management
- Payments and other mail processing
- Revenue collections and transaction processing
- Financial management, reconciliation, and settlement
- Transponder inventory management

Although the 405EL is not anticipated to go live until calendar year 2023, the contractor will design, develop, install, and test the BOS prior to that time. In addition, contractor efforts for mobilization of the CSC operations, including staff recruitment and training, and all other services required for the opening of the customer service operations, will also be taken into account in the Project schedule.

Procurement Approach

This procurement was handled in accordance with Board-approved procedures for professional and technical services. Various factors are considered in an award for professional and technical services. Award is recommended to the firm offering the most comprehensive overall proposal, considering such factors as qualifications of the firm, staffing and project organization, prior experience with similar projects, work plan, technical approach, as well as cost and price.

The Project had previously been introduced to the tolling industry through an industry forum, held at OCTA's administrative offices to gauge industry interest and gather its input for potential incorporation into the request for proposals (RFP) documents, and inform potential proposers of OCTA's requirements.

On June 22, 2020, the Board authorized the release of RFP 0-2352 which was electronically issued on CAMM NET. Based upon insufficient competition for this procurement, General Counsel notified the Board that after consultation with Executive Management, it would be in the best interest of OCTA to cancel RFP 0-2352 in November 2020. The new approach was to issue a new RFP after conducting additional industry outreach in the hopes of obtaining more participation. After conducting substantial industry outreach, RFP 0-2690 was issued on December 10, 2020. The project was advertised on December 10 and December 17, 2020, in a newspaper of general circulation, and in trade magazines. A pre-proposal conference was held on January 5, 2021, with 47 attendees representing 19 firms. Twelve addenda were issued to make available a copy of the pre-proposal conference registration sheets and presentation, respond to questions received, and handle administrative issues related to the RFP.

On March 22, 2021, three proposals were received. A responsiveness evaluation was conducted on all proposals. As a result, one firm was found to be non-responsive for failure to meet the Disadvantaged Business Enterprise (DBE) participation goal or demonstrate sufficient good faith effort (GFE) as required by the Transportation Infrastructure Finance and Innovation Act, a United States (U.S.) Department of Transportation funding program, which is providing funding for the Project. The DBE goal established for this Project was three percent. The non-responsive firm did not commit to any DBE participation and did not demonstrate GFE, which resulted in the elimination of the firm's proposal from the evaluation process.

An evaluation committee consisting of staff from OCTA's Express Lanes Programs and Highways departments, as well as external representatives from the Metropolitan Transportation Commission, Kansas Turnpike Authority, and Santa Clara Valley Transportation Authority met to review the remaining two proposals.

The proposals were evaluated based on the following Board-approved evaluation criteria and weights.

Qualifications, Related Experience, and References of the Firm	15 percent
Staffing and Project Organization	15 percent
Implementation Work Plan and Technical Approach to BOS	30 percent
CSC Operations Work Plan and Approach	20 percent
Cost and Price	20 percent

Several factors were considered in developing the criteria weights. The criteria for qualifications of the firm, related experience, and references, as well as staff and project organization were assigned a weight of 15 percent each to emphasize the equal importance of the experience of the firm in handling similar work, and the staff's understanding of, and similar experience to, the Project, its challenges, and the approach to implementing the various elements of the scope of work. Implementation work plan and technical approach together were given a combined weight of 30 percent due to the highly technical requirements of the BOS' software and its architecture. CSC operations work plan and approach were given a weight of 20 percent due to the importance of successfully carrying out the day-to-day operations of the toll facility and managing customer services. Cost and price was weighted at 20 percent to ensure competitive price proposals are submitted for the delivery of services over the term of the agreement.

On May 4, 2021, the evaluation committee reviewed the two proposals based on the evaluation criteria and found both firms qualified to perform the required services. The qualified firms are listed below in alphabetical order:

Firm and Location

Cofiroute USA, LLC (CUSA)
Irvine, California

WSP USA Services Inc. (WSP)
Orange, California

On May 19, 2021, the evaluation committee conducted interviews with the two firms. Each firm demonstrated their proposed BOS and had the opportunity to present its approach for accomplishing the requested services and demonstrate the detailed capabilities and various aspects of its BOS solution and approach to CSC operations in supporting the Project's requirements. Each firm presented its key team members, qualifications, and roles on the Project. During the interview, each firm also described its understanding of the requirements of the Project in the areas of design, implementation, operation, and maintenance of its proposed BOS and CSC operations. In addition to answering questions of a general nature, both firms also answered specific clarifying questions related to their respective proposals relative to staffing, the scope of work, and requirements.

After considering the firms' solutions, demonstrations, and responses to the questions asked during the interviews, the evaluation committee adjusted the preliminary scores for the two firms. However, WSP remained as the top-ranked firm with the higher cumulative score.

On May 27, 2021, a request for best and final offer (BAFO) was issued to the firms to secure the best pricing for these services. On June 10, 2021, the evaluation committee reconvened to review the BAFO pricing. As a result of this review, there was no change to the ranking, although both firms lowered their total prices for the initial term of the agreement and the two option terms by approximately three percent each.

Based on the evaluation of written proposals, the information obtained from interviews, and the BAFO, it is recommended that WSP be selected as the top-ranked firm to provide the BOS and CSC operations for the 405EL. The following is a summary of the proposal evaluation results:

Qualifications, Related Experience, and References of the Firm

The two firms were found to be qualified to perform the types of services requested by the RFP. The firms demonstrated experience and understanding of the scope of work and the Project's needs in the areas of BOS development and CSC operations. Both firms are knowledgeable about California tolling laws and environment and have familiarity with the California Toll Operators Committee agencies. Both firms are established with relevant experience and resources.

With over 56,000 employees globally and 150 offices across the U.S., WSP provides the program management expertise for establishing the management, logistics, technology implementation (including performing transitions into live operations), personnel, and operating functions necessary to provide 24-hour operations services for public- and private-sector clients. WSP offers experience gained from more than 80 years of participation in toll road, transportation, and traffic management projects.

WSP's services provided on the E-470 Public Highway Authority project have encompassed the full project lifecycle from planning, design, and construction management of the roadside infrastructure for the initial segment of the E-470 toll road and subsequent expansion of this toll highway around the City of Denver, Colorado. In addition, WSP has been operating the CSC for E-470 since 1997. For the E-470 project, WSP scope of services entails operation of the service center, which handles all customer contacts, consisting of calls, emails, mail, and walk-in customers. WSP also handles violations processing which includes disputes, hearing scheduling, vehicle registration holds, general inquiries, and administrative court processing, as well as managing transponder inventory and fulfillment. For 2019, the service center was supporting over 991,000 active accounts with over 1.8 million active transponders, 90.2 million annual transactions, and servicing over one million calls annually, with customer satisfaction levels at 98.9 percent and first call resolution at 98.8 percent.

WSP operates the Minnesota Department of Transportation (MnPASS) CSC. WSP developed, transitioned, and delivered the new BOS and is currently maintaining and operating the electronic tolling collection account management system for customers of the MnPASS Program, which encompasses toll facilities on Interstate 394, Interstate 35W, Interstate 35E, and future additions to the MnPASS system. WSP also staffs the CSC and provides the image processing for the Northwest Parkway CSC.

WSP has proposed Electronic Transaction Consultants, LLC (ETC) part of its proposed Project team to provide the BOS software solution and related maintenance and support during the Operations and Maintenance (O&M) phase. Founded in 1999, ETC is a provider of electronic toll collection systems and services, including BOS development and implementation. ETC services three of the top 15 toll authorities in North America, with eight active toll systems and five BOS. Since 2001, ETC has been delivering and maintaining the BOS for the Harris County Toll Road Authority (HCTRA) in the City of Houston, Texas. After going through a competitive procurement, ETC was awarded a contract for the design, development, and implementation of the new BOS for which it

received final acceptance from HCTRA in 2018. The International Bridge, Tunnel and Turnpike Association awarded ETC the 2019 Toll Excellence Private Sector Award for the development of a centralized interoperable hub across seven participating toll agencies in three states, paving the way towards national interoperability.

As another key part of the WSP-proposed team, TTEC Government Solutions, LLC (TTEC) will provide the omni-channel communications platform WebEx Contact Center for the customer contact functionality of the BOS. TTEC is a technology innovator with more than 120+ patents for omni-channel communication and customer journey orchestration and specializes in contact center analytics, artificial intelligence and machine learning, bot utilization and learning, and system integration with clients such as the Massachusetts Department of Labor, the Los Angeles Department of Water and Power, and several Fortune 500 companies.

Clients of WSP and ETC provided favorable references and feedback for recent work performed by the firms.

CUSA is part of the VINCI Group, one of the largest concessions and construction groups in the world, which employs more than 220,000 people in more than 100 countries. CUSA is a tolling and express lanes operator specializing in the management, operation, and maintenance of express lanes systems. CUSA brings forth experience in BOS and CSC implementation and operations. CUSA has been the operator for the 91EL since OCTA purchased the franchise rights from the California Private Transportation Company (CPTC) in 2003. Furthermore, CUSA was part of CPTC's consortium in the 1990s that was selected to finance, develop, and operate the 91EL. CUSA currently has 201 employees in California and Texas.

As a major subcontractor to CUSA, TollPlus will be responsible for delivering the BOS for the 405EL. TollPlus, founded in 2009, specializes in BOS deployment and customization for electronic toll collection. CUSA and TollPlus have worked together for over a decade on similar scopes of work, jointly designing, implementing, and maintaining BOS and CSC operations projects, including the current 91EL BOS and CSC operations for both OCTA and the Riverside County Transportation Commission (RCTC) segments. On November 25, 2019, CUSA and TollPlus were selected to provide BOS and CSC operations for the 91EL in Orange and Riverside counties. CUSA and TollPlus have also jointly worked on the design, development, integration, and transition of Pay by Mail BOS and CSC operations for the Central Texas Regional Mobility Authority/Northeast

Texas Regional Mobility Authority. In 2018, TollPlus was selected by North Texas Tollway Authority to design, implement, and maintain a new BOS. The system was deployed in January 2021.

Clients of CUSA and TollPlus provided positive references and feedback for recent work performed by the firms.

Staffing and Project Organization

Both firms proposed qualified and diversified staff to adequately handle the work described in the scope of work and meet the RFP requirements.

WSP has proposed experienced and qualified teams for both the BOS implementation and O&M phases. WSP brings forth a project team that has direct relevant experience. The proposed project manager has 15 years of wide-ranging experience and knowledge relating to the tolling industry and systems. He served as a project manager for the San Diego Association of Governments Interstate 15 Express Lanes Toll System Implementation and Operations Project. He has detailed knowledge of the DB 405 and a keen awareness of the criticality of project delivery dates. Before his recent hire by WSP, he worked for Parsons Transportation Group, Inc., as a tolling industry expert supporting OCTA on both the 91EL and 405EL projects. The other proposed key personnel also bring extensive experience from similar projects across the U.S. The tolling software technology manager, who will lead the technical team in delivering the BOS application, has delivered 11 major toll projects, ranging from $10 million to $100 million. The proposed CSC manager has recent experience as the operations manager for the Los Angeles County Metropolitan Transportation Authority, Express Lanes Electronic Tolling Project, and led the implementation efforts to launch the project and hired a staff of 130 employees. All proposed key personnel from WSP have at least ten years of experience, with six having over 20 years of experience. All of the proposed key personnel from ETC have at least 17 years of experience.

In addition to identifying key personnel in the required area of expertise, WSP proposed other resources, including additional key personnel, helping to ensure the Project will be completed to meet critical deadlines and for overall successful delivery of the Project. WSP's team includes a BOS tolling application quality assurance (QA) manager, who serves as a subject matter expert (SME) and as an accounting system architect to ensure accurate accounting workflow and entries for the BOS for HCTRA. WSP proposes to have a facility design team that will be engaged to assist OCTA with the conceptualization and

implementation of the new CSC to create an effective and efficient workspace that is designed and built to support day-one staffing needs and planned for future growth.

WSP lists availability and time commitment of key personnel proposed to work on the Project in percentage of time, with the vast majority showing 100 percent availability and commitment, including local presence throughout the Project term. WSP team's interview and demonstration supported the team's relevant experience, staffing, technical approach, and project understanding and demonstrated cohesion and clear demarcations of responsibilities.

CUSA has proposed capable teams for both the BOS implementation and O&M phases, with most key personnel having direct relevant experience. The proposed project manager for the BOS implementation and O&M phases has five years of experience in the toll industry and currently serves as the project manager for the 91EL, providing oversight of the day-to-day operations for both the OCTA and RCTC segments. During his tenure as the 91EL operations project manager since 2016, he successfully oversaw the expansion of the CSC operations as a result of the extension of the 91EL into Riverside County and successfully managed the 6C transponder protocol conversion program.

However, some of the proposed key personnel did not demonstrate the required experience. The CSC operations manager in the implementation phase brings forth nearly 30 years of experience in CSC operations; however, she has limited tolling industry experience. The proposed QA manager for both phases currently serves as the roadside coordinator for the 91EL Traffic Operations Center but has limited QA experience. CUSA's interview and demonstration supported the firm's relevant experience, staffing, technical approach, and Project understanding. However, after the interviews, questions remained about the risk involved in CUSA's plan to promote employees from within with limited or no directly-relevant experience for key positions and utilizing employees who are currently supporting the 91EL operations.

Implementation Work Plan and Technical Approach to BOS

Both firms met the requirements of the RFP, and each firm adequately discussed its technical approach and work plan for the delivery of the BOS, including the design, development, installation, operations, and maintenance, and how each firm will accomplish the Project's objectives and overall schedule.

The WSP team proposed a fully cloud-native solution that leverages a tightly integrated BOS, contact center, and business applications residing within a multi-cloud framework, making it highly redundant, secure, and scalable. The BOS is comprised of the underlying technology environments: ETC's tolling software solution, riteHorizon, and the contact center omni-channel solution provided by TTEC. The riteHorizon BOS solution is a unified suite of comprehensive tolling specific modules that is integrated with enterprise resource planning and customer relations management. RiteHorizon has a library of over 136 pre-built report templates and is capable of ad hoc reporting, using drag and drop. In addition, the dashboard provides real-time snapshots of operational statuses. The system supports a variety of prepaid and post-paid account types and provides capability to implement various discount plans at the account or vehicle level. As part of its financial module, the system allows for comprehensive reconciliation and auditability, having multiple reconciliation points to ensure the operating system data reconciles with the financial ledger. Having prior experience of cloud deployments, WSP's team plans to have processes and procedures in place detailing the recurring support and maintenance activities for the cloud environment. During the interview, WSP provided a live system demonstration of certain key components of the BOS, including account opening, transaction workflow and management features, case management, violation dispute, and performance monitoring and reporting, demonstrating the system's capabilities.

With an emphasis on security and disaster recovery (DR), the WSP team plans to develop a detailed System Security Plan and Vulnerability Management Policy, which describes all systems and services that will undergo monthly vulnerability scans and the associated assessments and remediation activities and timelines. WSP proposes to utilize call guard software to ensure that the necessary safeguards around personal cardholder data and live customer service representatives (CSR) handling of the data are in place. This includes dial tone multi-frequency masking and audio redaction capabilities to ensure no cardholder data makes it to the call recordings. In terms of DR, WSP proposes to assign a DR manager to the Project to ensure ownership and coordination of activities across the technical teams and CSC operations staff. The DR manager will be responsible for maintaining the DR plan and executing quarterly DR tests.

CUSA's proposed system is an end-to-end toll management solution with Customer Relationship Management (CRM) capabilities, which integrates with the interactive voice response system (IVR), interoperable agencies, and other third-party interfaces. The solution will be hosted on the cloud and be highly redundant, secure, and scalable. Its modular architecture allows components to

be changed independently without adversely affecting another component. During the interview, CUSA provided a live system demonstration of certain key components of the BOS, including account opening, transaction workflow, case management, violation dispute, and performance monitoring and reporting, demonstrating the system's capabilities.

CUSA provided a comprehensive BOS implementation work plan and technical approach, which incorporates management of key project activities and deliverables to ensure on-time delivery of the BOS. Its detailed narrative demonstrated a clear understanding of the Project's requirements. Since the requirements of the 405EL BOS are similar to the 91EL BOS, CUSA will not need to make major modifications to the BOS to deploy it on the 405EL. CUSA knows OCTA's business rules gained through its experience operating the 91EL. As a result, CUSA proposes to address any existing business rules that differ from the 91EL, or any new rules that need to be adopted specifically for the 405EL.

CSC Operations Work Plan and Approach

Both firms discussed their work plans and approaches to CSC operations in meeting the Project's requirements. The firms identified approaches to continuous improvement through the term of the agreement. Both firms understand the California tolling environment and can incorporate their knowledge and experience into the CSC operations.

WSP's approach to CSC operations is customer centric, focusing on creating the best experience for the customer. WSP proposes to use a variety of platforms, e.g., chat, chatbots, SMS text, email, social media, and phone for customer engagement leveraging proven systems and technology and using artificial intelligence to improve the customer experience. During the interview as part of the violation dispute demonstration, WSP presented its IVR System. By using voice and chat artificial intelligence and integration to the BOS, it can direct callers to the website or escalate to a live agent for more challenging tasks resulting in faster resolution of customer issues. WSP proposes to actively monitor all interactions for predictive insights and use speech analytics to identify solutions to improve efficiencies and optimize customer satisfaction. Due to the ease of transferring between the different omni-channel platforms, WSP proposes to have CSRs be cross-trained to interact through the various platforms. WSP proposes to deploy technology which will allow customers to sign up for appointment and services online, via text message or electronic registration. Call and text alerts can be sent to customers reminding them of their

appointment and customers will be able to see wait times at the walk-in center in advance of their arrival.

In addition to using technology to optimize the customer experience, WSP plans to adopt best practices to maintain a high-quality customer experience and evaluate the CSRs performance daily and in many cases, intraday. WSP plans to use the Knowledge Management System (KMS) so that the CSRs are providing uniform information and processes and are relying on the KMS for the most current information. Demonstrating an understanding of the demographic area of the 405EL, WSP has set a goal for the CSR workforce to be bilingual with about 20 percent with high proficiency in Spanish and about seven percent with high proficiency in Vietnamese for the CSC, in addition to the availability of third-party live translation services. WSP proposes to implement a Key Performance Indicators (KPI) / Service Level Agreements (SLA) dashboard to track its operational performance and its ability to meet the KPIs. Having deployed this dashboard on another project, WSP proposes to utilize the dashboard to improve performance on this Project. WSP further proposes to employ innovative incentives to motivate the CSRs.

As part of the risk mitigation strategies, WSP proposes to create a “hyper-care” team to implement and exercise detailed checklists of all ramp-up activities to ensure readiness of go-live. This hyper-care team will continue after go-live to validate processes, assess BOS functionality and stability, and to reconcile the data to ensure the protection of the revenue stream. In addition, WSP proposes to deploy additional SMEs on the floor to support the customer service staff during initial go-live.

CUSA’s approach to project management and planning of CSC operations proposes to utilize project management plan, operations plan, and other process controls to ensure effective project management, a seamless transition from the implementation phase, and support to ongoing project management during the O&M phase. CSC SMEs are proposed to be involved with the design of the BOS and in reviewing business rules and performing system walk-throughs, allowing for potential opportunities for system improvements. CUSA proposes to conduct multiple workshops, prepare comprehensive plans and documentation, and perform testing and validation to ensure operational readiness of the system. CUSA proposes to implement best practices for security policies and procedures to adhere to Personally Identifiable Information and PCI regulations and standards. CUSA, in its role as the current 91EL operator, has a proven history of strong internal control processes related to financial management.

CUSA proposes all staff at all levels of the organization undergo a Lean Six Sigma (LSS) white belt course and certification so that the team member is equipped with a basic understanding of LSS principles. In addition, CUSA proposes the creation of an LSS process team, where the team is made up of representatives from each functional group, as well as management and an LSS leadership team to discuss process for improvements.

Cost and Price

Cost was weighted at 20 percent of the overall score. Both firms submitted the detailed price proposals as requested for the initial and option terms of the contract, as required by the terms of the RFP. However, contract award is for the price of the initial term only. Option terms will be exercised with Board approval at a future date.

Pricing scores were based on a formula which assigned the higher score to the firm with the lower total price and scored the other proposal's total price based on its relation to the lower total price. The total price was solicited separately from the firm's technical proposal, evaluated, and scored. The pricing received for the initial term was reviewed relative to OCTA's independent cost estimate (ICE) for the same term. Total price is summarized below:

Firm	Initial Term	Option Term 1	Option Term 2	Total Price
CUSA	$102,895,469	$51,106,537	$38,402,200	$192,404,206
WSP	$110,981,893	$50,267,417	$36,556,251	$197,805,561
OCTA ICE	$105,510,100	N/A	N/A	

While the price proposed for the initial term, after the BAFO, by WSP was $8,086,424 higher than CUSA's price, the firm's qualifications in the planning, technical, and operational aspects of the work, and on-site staff availability of experts support the higher price. WSP's proposed price for the initial term was about five percent above OCTA's ICE of $105,510,100, and is inclusive of all requirements of the RFP and thus considered fair and reasonable.

Procurement Summary

Based on the evaluation of the written proposals, the firm's experience, the team's qualifications, the BOS implementation and technical approach, CSC operation work plan, cost and price, information obtained from the interviews, and the BAFO, the evaluation committee recommends the selection of WSP as

the top-ranked firm to provide the BOS and CSC operations services for the 405EL in Orange County.

Although WSP's pricing was higher than CUSA's, the evaluation committee recommends WSP as the top-ranked firm for the following reasons:

- WSP and ETC have a larger and more diversified portfolio of BOS tolling deployments and customer service center operations.
- WSP and ETC proposed staff that are highly qualified and have more relevant experience with the Project's requirements.
- WSP's team highlighted their integrated BOS solution and its experience deploying cloud-based solutions.
- WSP's team emphasized the innovation and robustness of the proposed BOS solution.
- WSP's BOS and CSC approach is customer centric, emphasizing optimization of the customer experience and satisfaction.

Fiscal Impact

Funding of the first year of BOS implementation is included in OCTA Fiscal Year 2021-22 Budget, 405EL Account No. 0037-9028-A9510-1GO and will be budgeted in the following year. Funding for the O&M phase will be included in the 405EL budget for the subsequent years.

Summary

Staff recommends Board of Directors approve the Chief Executive Officer to negotiate and execute Agreement No. C-0-2690 between the Orange County Transportation Authority and WSP USA Services Inc., in the total amount of $110,981,893, to provide the back-office system and customer service center operations services for the 405 EL in Orange County, for an initial term of up to eight and a half years, with one three-year, and one two-year option terms.

Attachments

A. Review of Proposals, RFP 0-2690 Back-Office System and Customer Service Center Operations for the 405 Express Lanes in Orange County
B. Proposal Evaluation Criteria Matrix, RFP 0-2690 Back-Office System and Customer Service Center Operations for the 405 Express Lanes in Orange County
C. Contract History for the Past Two Years, RFP 0-2690 Back-Office System and Customer Service Center Operations for the 405 Express Lanes in Orange County

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