

BERMUDA TOURISM AUTHORITY

Bermuda Tourism Authority

REQUEST FOR PROPOSAL: DIGITAL FARE MEDIA
SOLUTION

DATED: February 26, 2018

Introduction

The Ministry of Transport and Regulatory Affairs (the Ministry) and Bermuda Tourism Authority (BTA) wish to enhance both local residents' and visitors' experience by possibly introducing online purchasing of fare media for public transportation at <http://www.gotobermuda.com/>, which is BTA's consumer website.

Currently BTA is a reseller of public transportation fare media to facilitate ticket sales to visitors. Therefore, in conjunction with the Ministry, BTA will be assessing vendor solutions via a Request for Proposal (RFP) process to enable the BTA website <http://www.gotobermuda.com/> with digital ticketing functionality, i.e. the capability for consumers to:

- **purchase fare media online in advance,**
- **save** on smartphones such purchased fare media tickets and receipts
- **subsequently validate mobile tickets via visual inspection** (by transit personnel)

This RFP document is being circulated to vendors to be used as the guideline and basis for proposal submissions to the BTA. Proposals should focus on implementing the digital ticketing solution for use on Bermuda public ferries initially, as a pilot project.

About the Bermuda Tourism Authority

The Bermuda Tourism Authority (BTA) was created in April of 2014 as the official destination marketing organization (DMO) for the island, to drive demand and desire for Bermuda globally as a world-class destination for leisure vacations, business travel and tourism investment. We analyze relevant tourism data from key tourism sectors, to monitor and measure the industry's performance and its alignment with the priorities of the National Tourism Plan.

Designed as a "next generation" DMO, the Authority addresses marketing & sales as well as product and experience, fully utilizing the expertise within our five core divisions (Sales & Marketing, Product & Experience, Tourism Investment, Operations and Research & Business Intelligence) to drive desire and demand for the island and its tourism industry.

The organization is led by our CEO and an independent board of directors of industry professionals. We engage in strategic partnerships with private sector partners as well as island stakeholders to grow tourism with the aim of creating jobs and strengthening the Bermuda economy. Investment in the BTA is derived from a grant from the government in addition to a percentage of hotel tax.

Form of Proposal

Vendors must submit one (1) bound original, one (1) unbound copy, and one (1) electronic copy of their Proposal. Proposals should be concise, and there is a 50-page limit for submissions,

exclusive of team resumes and proposed budget/costs. All proposals must contain the following components:

- A cover letter, signed by an individual authorized to enter into a contract for the proposing firm or entity and containing, at a minimum, the following information:
 - Company name, address, telephone, fax number, and e-mail address of key contact person.
 - Description of type of organization (e.g., corporation, partnership) submitting the proposal.
 - If joint venture or other teaming arrangement with two or more parties, name the entity/person that would be the Prime-Contractor for this project, as well as the person authorized to negotiate and execute a contract.
 - If joint venture or other teaming arrangement with two or more parties, describe the type of teaming arrangement and past working relationships on similar projects.
 - A written statement confirming understanding and acceptance of all requirements of the project as described in this RFP and acknowledging receipt of all addenda and dates received.
 - A written statement acknowledging the validity of the proposal, including the proposed budget, for a period of 120 calendar days after the RFP process deadline.
- Company History (please include for all team member firms, if the team consists of more than one firm).
- Project Team
 - Provide resumes of key proposed project personnel, including the Prime Contractor and team members who will be directly involved in this project.
 - Provide any affiliates and subcontractors proposed for this project.
- Project Experience & References
 - Provide **concise descriptions of comparable projects now in progress or completed within the last 5 years** for which the proposing firm provided similar services. These descriptions should demonstrate your firm's and your team's experience relevant to the scope, costs, conditions and delivery method of the projects listed in this RFP. Include in the description of each project:
 - Services provided.
 - Client references (include name, title, organization, address, current phone number, and email address)

- **Technical Proposal that is fully responsive to the Scope of Work**, including:
 - Management approach and detailed staffing plan.
 - Implementation Plan
 - System Implementation Plan
 - Schedule Timeline
- Proposed Budget/Fees for the scope of work, clearly marked with the words "Proposed Budget and Fees — Bermuda Mobile Ticketing Services".

Requirements

- The selected firm will be invited to enter into a service agreement with Bermuda Tourism Authority. This agreement will stipulate the terms and conditions of the services to be provided. Bermuda Tourism Authority reserves the right to change any terms and conditions of the service agreement prior to execution of the agreement. Bermuda Tourism Authority also reserves the right to terminate the agreement at any time and for any reason within 30 days of notifying in writing the selected firm.
- Deadline: Proposals should be submitted to the attention of Pat Phillip-Fairn, CHIEF PRODUCT & EXPERIENCES DEVELOPMENT OFFICER, Bermuda Tourism Authority at pfairn@bermudatourism.com and 22 Church Street | Hamilton HM11, Bermuda by 5 p.m. AST on March 9, 2018.
- Confidentiality: It is understood that proposals may contain confidential information relating to previous client strategies, goals and results.
- Acceptance/Rejection of Proposals: Bermuda Tourism Authority reserves the right, at its discretion, to reject any proposal that does not meet the stated criteria.
- RFP Questions/Clarification: Questions regarding the RFP must be e-mailed to Pat Phillip-Fairn at pfairn@bermudatourism.com; we will attempt to respond within 48 hours of receiving any such requests. Deadline for questions is 5 p.m. AST on January, 21st 2018.
- Disclosure: Other than the name of the selected firm, no other information regarding the candidates or their proposals shall be made public.

- Cost for Preparation of Proposals: Bermuda Tourism Authority is not responsible under any circumstances for any costs incurred as the result of the preparation or submission of the candidates' proposals.
- Equal Opportunity: Bermuda Tourism Authority encourages minority and women-owned businesses to submit proposals in response to this RFP.

SCOPE OF WORK & PROPOSAL REQUIREMENTS

INTRODUCTION AND OBJECTIVES

The objective of issuing this RFP is to find an experienced firm (Contractor) capable of providing a digital mobile ticketing system and solution for the growing number of passengers using Bermuda's public ferries. Once implemented and in service, the mobile ticketing system will provide an alternate and convenient option for local residents and visitors to purchase their tickets. Given the growth in use of mobile phones extensively in many aspects of people's daily lives, the goal is for residents and visitors to be able to purchase transportation tickets online at home or via wifi at various visitor service centres and/or ferry terminals in Bermuda. Ideally, visitors in particular would purchase and download their tickets even before travelling to the island. BTA expects utilization levels for the mobile ticketing system to be very high once implemented.

Overall, the mobile ticketing system should be an overlay and enhancement to the existing paper-based ticketing/fare collection system.

CURRENT BTA/BERMUDA GOVERNMENT FARE MEDIA RESELLER SYSTEM

Currently BTA is a reseller of public transportation fare media to facilitate ticket sales to visitors. The system is a proof-of-payment, barrier-free system. Tickets must be physically purchased and validated prior to boarding the ferry. Validation is currently accomplished by visual inspection of fare media by transit personnel as passengers are boarding the vehicle (i.e. ferry operators from the Department of Marine & Ports respectively).

THE MOBILE TICKETING SOLUTION AND PROGRAM

The mobile ticketing solution will provide local and visiting passengers with an easy-to-use alternative to the existing paper ticket/tokens sales.

Ticket types available through the mobile ticketing program will include:

- Multi-fare, one-way ferry tickets (adults and children)

- Round trip ferry pass (2 one-ways)

During system development and implementation, the Ministry and BTA will decide if additional ticket types are to be included in the system and at what point in the process. The Contractor will facilitate incorporating additional ticket types into the system. The system must be capable of facilitating the visual inspection efficiently by Ferry Operators. The proposed solution should include for consideration options enabling the mobile ticketing system to have ticket validation performed through using smartphones. Visual inspection would be the preferred validation method.

The proposed solution must be fully-functional at all times, reliable, and secure. The solution will include all software and hardware necessary for system functionality and 100% availability for local and international passengers.

The Ministry and BTA require a turnkey mobile ticketing solution. This shall include design, manufacture, testing, delivery, site preparation, installation, associated hardware, software, communications, all system interfaces, all other system components, operations, maintenance, licenses, support, and training. The Contractor is responsible for all work required for the mobile ticketing system to be fully operational and to meet 100% system functionality and availability standards.

The system must also have the demonstrable capability to support joint ticketing arrangements and transfer agreements with other public transportation services and providers in Bermuda.

As part of the proposal process, potential Contractors will conduct a preliminary demonstration for the Ministry of Transport and Regulatory Affairs, Marine & Ports and BTA. The demonstration will show the basic functionality of the proposed solution, and its security features to prevent fraud, ticket duplication, fare dodging, etc.

RESPONSIBILITIES OF THE PARTIES

Contractor Responsibilities

The Contractor shall be responsible for all services related to the mobile ticketing pilot project, **except acquiring and web development services**. Contractor services shall include, but not be limited to:

1. Project management
2. System design
3. Hardware and software supply
4. System Security
5. System installation
6. Testing
7. Training
8. Commissioning
9. Operations, administration, and maintenance
10. Decommissioning of pilot system (if necessary)
11. Removal of pilot equipment (if necessary)
12. Analytics and application usage reporting

Ministry and BTA Responsibilities

Assigned persons from the Ministry and BTA shall be responsible for the following:

1. Assign a project manager to coordinate activities and to act as a single point of contact for the Contractor for project-related activities
2. Lead in the project kick-off and regular project meetings
3. Conduct the design review
4. Participate in system testing
5. Participate in training
6. Assist in pilot project marketing
7. Obtain Ministry and BTA feedback and provide timely direction to Contractor
8. Conduct pilot evaluation (including a pilot evaluation report)
9. Engage the web site vendor to conduct all necessary developments for the check-out button
10. Engage an acquirer with the Payment Gateway to facilitate the purchase transactions capturing and processing

Other than these responsibilities, the Contractor shall be responsible for all aspects of the mobile ticketing pilot project.

PROJECT SCHEDULE

We envision a two-phase process for the mobile ticketing pilot program, broadly defined as follows;

- Phase 1 “Ferries”: To include system development, implementation, acceptance testing, final acceptance, deployment into revenue service, system hosting/maintenance, training and system warranty period. The goal for Phase 1 of the project is to be in market by April 1 2018.
- Phase 2 (up to an additional two years): Mobile ticketing system functioning. To be awarded in increments of one or more years at the sole discretion of BTA.

MOBILE TICKETING SYSTEM FEATURES

- System must allow users to create and manage accounts, purchase fare media online, and download tickets to their smartphone.

- Enforcement capabilities that allow fare inspectors to visually inspect and quickly verify ticket validity.
- Back-office management software that allows assigned personnel to manage ticketing/fare collection system, view ticket sales and transaction data, review analytics of system use and passenger ticket buying patterns, manage ticket appearance and security features, and run custom reports.
- System must feature data security for the application, system, and interfaces which shall have the most current industry techniques such as Advanced Encryption Standard (AES) to ensure that all data is safeguarded from unauthorized access or use and programs are protected from any know cyber-attack or computer virus.

Ticket Design & Security Capabilities

- Automated change ability for all fare media.
- Ability to create special events tickets or merchant branded tickets for community events or commercial/member agency partnerships.
- Support for interactive touch feature that proves animated ticket is not a video replay.
- Support for displaying time stamps for ticket validation and expiration.

User-Experience Capabilities

- Ability to use tickets for multiple riders from one device in tandem as a multiple passenger feature.
- Ability to provide white label web interface.
- Ability to buy and use tickets without creating an account as an anonymous purchase feature.
- Ability to use tickets in an off-line environment or dead-spots (cellular or Wi-Fi).
- Ability to purchase tickets from e-commerce website (www.gotobermuda.com) and have those tickets appear on the passenger's smartphones.
- Ability to access order history online.
- Ability to change password for app log-in directly from the app.

Fare Enforcement Capabilities

- Ability to see location where user validated ticket.
- Real-time verification of ticket usage to show if user's tickets have been purchased and/or previously validated.
- Ability to flag citation in the app and track when fare inspectors issue written warnings or lawful citations for expired fares or other reasons.
- Support for external hardware extension that provides laser-scan capability, extended battery life, and ruggedized shell.
- Support for agency device management and provisioning to allow agency to activate and de-activate devices remotely preventing unauthorized access.
- Ability to update the Fare Enforcement app remotely and add new features and security updates that can be pushed to device while in the field without an "app update".

Back-Office Capabilities

- Ability to manage fare structure and product tax requirements.
- Change pricing.
- Change animation and visual security features, such as time stamps.
- Ability to enable or disable individual ticket types.
- Ability to set rider class.
- Ability to set geo class or zones.
- Ability to provide refunds to riders, including:
 - Refunding all unused tickets.
 - Refunding select tickets.
 - Refunding specific monetary value.
 - Crediting tickets.
- Ability to provide PCI Level-1 certified payment processing.
- Ability to see sales and transaction data in real-time, with capability to select custom date ranges for selected data.
- Ability to select time-of-day for viewing data (ex: peak hours data).
- Ability to run Sales reports, including:
 - Date ticket was used.
 - Date if refunded.
 - Fare Type.

- Fare Value.
 - Payment card last four digits.
 - Type of payment.
- Ability to run usage summary reports, including:
 - Number of new users.
 - Attrition/retention analysis.
 - Total revenue.
 - Number of riders using system.
 - Number of tickets purchased.
 - Number of tickets used.
 - Number of users in system.
- Ability to run user statistics reports. Including:
- Total number of riders by type.
 - Percentage of rider type.
 - Revenue per rider type.
 - Percentage of revenue for rider type.
 - Type of rider.
 - Total count for all riders.
- Ability to run ticket statistics report, including:
 - Count of ticket type.
 - Percentage for type of ticket.
 - Revenue for ticket type.
 - Percentage of revenue for ticket type.
 - Ticket type.
- Ability to run revenue summary report, including: Total revenue for period and total refunds for period.
- Ability to run Enforcement report, including:
 - Enforcement by individual inspector.
 - Enforcement by ticket type.
 - Enforcement by rider type.
 - Enforcement by location.

EVALUATION CRITERIA AND SELECTION PROCESS

BTA will base ranking on a maximum of 100 points, using a scoring range of 1 to 10, and weighted as indicated below. The highest ranking for each category is to be based on the proposal material submitted, and what is deemed most reasonable, logical, appropriate, insightful and aligned with project requirements.

Evaluation Criteria	Un-weighted Score	Multiplier	Weighted Score
<u>Project Solution</u>		2.5	
a. Understanding of the Project			
b. Understanding of the Contractor's Role			
c. Project Solution			
<u>Expertise and Experience</u>		2.5	
a. List of related projects			
b. Key staff's relevant experience			
c. References			
<u>Technical Approach</u>		2.5	
a. Feasibility of the system for service			
<u>Price</u>		2.5	

Scores:

Excellent	Good	Average	Below Average	Unsatisfactory
10	7	5	3	

Following the initial evaluation, the Selection Panel will rank the written proposals and notify the top-ranked companies to be interviewed.