



May 13, 2021

**FINANCIAL AGENT SOLICITATION
CENTRALIZED RECEIVABLES SERVICE**

I. INTRODUCTION

The Department of the Treasury's Bureau of the Fiscal Service (Fiscal Service) plans to select one financial institution (FI) to administer, maintain, expand, and improve the government's Centralized Receivables Service (CRS). Interested FIs should respond with an initial proposal as specified in Section IV of this solicitation.

Fiscal Service will conduct the selection pursuant to its Financial Agent Selection Process (FASP). The FI selected will be a financial agent (FA) of the United States and will have a fiduciary responsibility to act in the best interests of Fiscal Service, including a duty of loyalty and fair dealing. Fiscal Service will expect full transparency in all dealings with the FA, including all communications and pricing.

Fiscal Service will evaluate the proposals submitted by FIs in two phases. In Phase 1, Fiscal Service will review all the initial proposals and select up to five finalists. In Phase 2, each finalist will receive additional information from Fiscal Service and will have the opportunity to present its final proposal. Fiscal Service will then select one of the finalists as the FA for CRS.

Fiscal Service will enter into a 3-year financial agency agreement (FAA) with the FA. Fiscal Service currently anticipates that the term of the FAA will begin between December 2021 and July 2022 and that Fiscal Service will have the option to extend the FAA for three additional 2-year terms.

The FA is encouraged to use third party contractors to assist in providing the services that will be required under the FAA. Fiscal Service encourages its FAs to use small businesses, including minority-owned, veteran, or women-owned businesses, as contractors. Fiscal Service seeks to modernize its existing custom-built solution to a state of the art, cost-effective, commercial off-the-shelf (COTS) and/or software-as-a-service (SaaS) application specializing in accounts receivables (A/R) management and debt collection. Fiscal Service is also open to solutions that employ artificial intelligence.

Fiscal Service encourages its FAs to participate in the voluntary Financial Agent Mentor-Protégé Program which is intended to facilitate the inclusion of a broader segment of the financial institution community to serve as financial agents. Additional information on this Program can be found at: <https://www.fiscal.treasury.gov/files/fampp/FAMPPFlyer.pdf>.

II. BACKGROUND

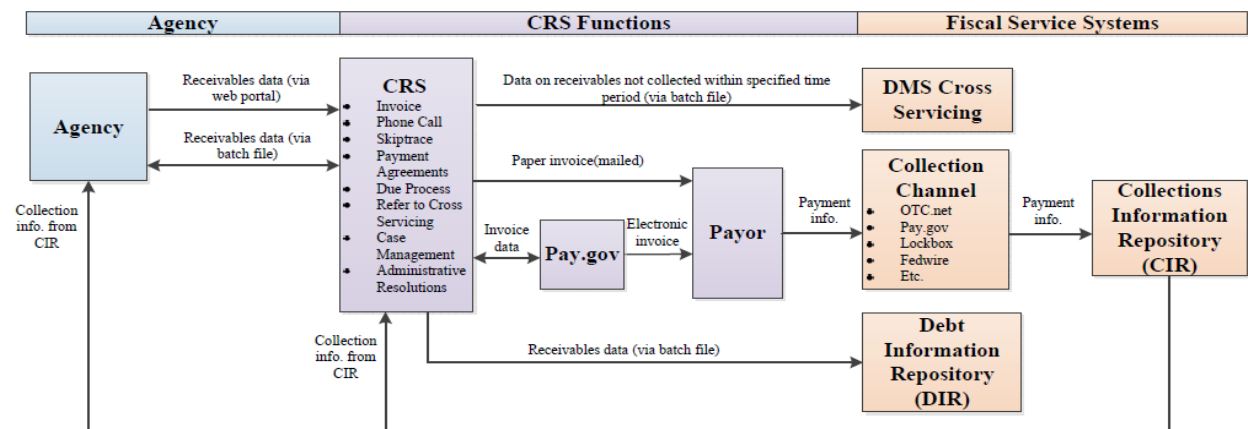
1. The Centralized Receivables Service

CRS is a service Fiscal Service provides to federal agencies to assist in the management of non-tax receivables/debts from the time the receivable is established until it is paid, resolved, or referred to Fiscal Service’s delinquent debt collection programs. CRS improves the efficiency and effectiveness of government-wide receivables management through increased and accelerated collections and the referral of debts to the Cross-Servicing program for delinquent debt collection. CRS began as a pilot on December 31, 2012, with a goal of assessing and creating government-wide efficiencies in federal A/R management. By tightly integrating CRS with Fiscal Service’s existing receipts processing, transaction reporting, and centralized delinquent debt collection operations, Fiscal Service enables federal agencies to transfer their end-to-end receivables management so that they can increase their focus on core missions. CRS transitioned from a pilot to a permanent program on January 1, 2018.

CRS’s incumbent FA provides a custom-built system, mailing and call center services, and A/R management services that are substantially similar to what FIs provide to commercial customers. Fiscal Service manages contact with federal agency stakeholders, provides FA oversight, and participates in user acceptance testing, agency outreach, and program implementation. Fiscal Service is also responsible for managing and/or delegating the development of training and other informational materials for its federal agencies.

As of January 31, 2021, CRS services 84 programs from 16 participating agencies (customer agencies). In Fiscal Year 2020, CRS serviced 818,000 receivables and invoiced \$339 million. CRS continues to evaluate collection data and analyze agencies’ receivables collection needs.

Customer agencies upload receivables data to CRS, and collections data is received from the Collections Information Repository (CIR). CRS facilitates a seamless, automated transfer of eligible delinquent debts to the Fiscal Service’s Cross-Servicing program. Each individual customer agency program has a specific profile which defines the receivables workflow to be provided by the FA. Data on receivables in CRS is sent from CRS to the Fiscal Service’s Debt Management Services (DMS) Universal Data Ecosystem (DUDE), formerly known as the Debt Information Repository (DIR). The graphic below depicts a high-level workflow of the CRS receivables management process. The FA selected will be responsible for supporting this workflow in conjunction with Fiscal Service and customer agencies.



2. Objectives

Fiscal Service is seeking an FA partner that can support CRS in achieving the following business objectives:

Objectives: Compliance and the Agency Experience

Fiscal Service is focused on two areas regarding the agency experience. Fiscal Service is primarily concerned with ensuring A/R management and full compliance with all applicable laws and agency regulations. In addition, Fiscal Service is seeking ways to enhance customer agency experience and satisfaction with CRS through additional agency-targeted features and improved ease-of-use.

Fiscal Service is specifically looking for additional service options for our customer agencies and debtors (such as electronic payment processing, web portal access to items like invoices, monthly statements, a payoff statement, etc.) and historical transaction auditing. Fiscal Service expects the FA will maintain outstanding execution of government-wide receivables management service operations that are practical, cost effective, flexible, and entirely compliant with application laws.

At a minimum, upon successful upload of a receivable, the FA is required to mail an invoice no later than the next business day, accept phone calls from debtors, and perform skip tracing on returned mail.

Fiscal Service encourages respondents to include new or additional tasks or tools they can provide to CRS, our customer agencies, and our debtors as part of the initial proposal. Improved, automated, and innovative business and technical processes that result in full compliance with statutes and policies are highly desirable.

Examples of areas where Fiscal Service is looking to innovate and improve the customer agency experience include:

- Decreased time and effort required for onboarding agencies.
- Integrated, automated tools for compliance and compliance monitoring.
- Ability to offer supplemental services for agencies, track the associated costs, and invoice agencies for additional services provided.

Fiscal Service expects respondents to address the customer agency experience with CRS, including compliance, onboarding, customer service, etc., by describing ideas for potential solutions, analytics and report capabilities, and tools available for use by Fiscal Service in their initial proposal.

Objectives: System and Technical

Fiscal Service seeks to modernize its existing custom-built solution, possibly by shifting to a state of the art, cost-effective COTS and/or SaaS application specializing in A/R management and debt collection. Fiscal Service may determine that the best way to achieve this is by moving forward with an FA that partners with an organization that demonstrates extensive industry knowledge and practice in A/R management and collections. For example, an interested FI might partner with a software development group or a private collection agency.

Both the selected FI and its partner are expected to bring technically skilled, experienced employees as well as a track record of providing outstanding operational and customer service. The team should include a diverse mix of skill sets that correspond to major aspects of financial transaction processing, including bank and A/R operations, customer service, and collections. Additionally, support skills such as project management, IT security, and data analysis are required.

Fiscal Service seeks increased system architecture flexibility and independence, which allows for straightforward system decoupling and affords the ability to make timely software changes with no (or with very minor) impacts to our customer agencies and other interfacing systems. The system should be secure, reliable, scalable, performant, and easily maintainable. Additionally, the FA is expected to be innovative regarding system enhancements dictated by evolving business, market, industry, and technological improvements.

Fiscal Service requires the successful, timely transition of CRS operations from the current FA to any successor designated through this process, avoiding any negative impact on service and support. Additionally, the FA must support plans for CRS expansion into other types of receivables and all enhancements needed due to changes to debt collection practices as required by relevant law.

Objectives: Collections and Analytics

Fiscal Service is seeking to grow CRS program collections through increased automation and the implementation of debt segmentation using sophisticated analytics.

Fiscal Service expects automation of as many services, tools, and tasks as possible, particularly high value tools or tasks, such as tasks that may result in a payment or payment arrangement for the least cost. One example of this would be the ability to securely communicate with debtors, including by establishing a mechanism for debtors to electronically sign payment agreements. Agency compliance with the Debt Collection Improvement Act (DCIA) and compliance monitoring are other areas where automation is required to ensure full compliance.

Fiscal Service intends to rely heavily on the FA's audit and analytics capabilities to increase the number of federal agencies and programs that participate in CRS. Respondents should describe the benefits Fiscal Service will gain in terms of business value from any proposed analytics capabilities of the FA such as:

- Automated analysis of the effectiveness of collection tools, tasks, and segmentation strategies at a granular level allowing Fiscal Service to refine our collection efforts and maximize efficiency.
- Enhanced agency experience and satisfaction (e.g., analytics and reports specific to agency needs, reports on compliance with applicable laws, etc.).
- The ability for CRS to track and report collection and recovery trends in real-time in order to easily adjust the treatment strategy or path.
- The ability for Fiscal Service to create ad hoc reports on most (if not all) data captured by CRS.
- The ability to link FA costs to tasks performed for which a fee might be charged by CRS to customer agencies.

Fiscal Service hopes to increase collection recovery rates and expects responding FIs to understand and apply all laws and regulations regarding collection activity.

Responding FIs should define categories of debts according to level of effort (LOE) for debt servicing and propose their debt collection strategy for each category. Responding FIs should clearly define their LOE criteria. This strategy should include 1) the characteristics of the debts, 2) the LOE (the tools, resources, and tasks) expected in order to recover the debt, and 3) the expected recovery rate. For example, respondents might identify categories of receivables requiring small (e.g. automation only) and large (e.g. human intervention) levels of effort and submit proposed debt collection strategies for each.

3. FA Compensation

Although Fiscal Service is seeking a higher recovery rate, the primary focus of the CRS program is A/R management and compliance with laws. Fiscal Service recognizes that there are numerous COTS SaaS options for A/R management that all have different features, collection workflows, and analytical capabilities. Fiscal Service encourages responding FIs to propose any A/R solution that they believe would benefit Fiscal Service. Fiscal Service will favorably consider compensation structures that, among other things, align with the objectives outlined above, are easy to administer, provide flexibility for CRS to pass on some costs as fees to its customer agencies, are auditable and transparent, and are otherwise cost-effective.

As such, Fiscal Service is exploring different compensation models for the CRS A/R solution. We encourage responding FIs to submit one or more compensation models for consideration, as appropriate for their proposed solution. For example, a responding FI could submit a compensation proposal that is based on base costs and variable costs, including (1) a percentage of amounts collected; (2) a flat dollar amount for level of effort to complete required tasks, such as mailing an invoice no later than the next business day, accepting phone calls from debtors, and performing skip tracing on returned mail (whether or not based on volumes of receivables and/or type of debt); (3) cost of onboarding agencies; (4) a combination of any of the above items. A responding FI may also develop other innovative ideas on compensation.

Fiscal Service's goal is to allow respondents to define the debt collection strategy for receivables based on LOE to collect and/or resolve each receivable. Respondents may also choose to bundle certain tasks, such as agency onboarding or administrative resolutions, within the total compensation percentage or to charge separately for such items. Finally, respondents may also define reasonable outliers that require unique compensation agreements (e.g., consumer invoices greater than \$50,000, commercial invoices greater than \$500,000, etc.). The pricing template reflects Fiscal Service's intent to provide flexibility for the respondents to describe how they would define and pursue each type of receivable (i.e., debt collection strategy for each LOE bundle), and their expected compensation model. This flexible pricing model is expected to extend to any new receivable types processed in CRS.

Fiscal Service intends to rely heavily on system audit capabilities to increase transparency related to effort and cost for each specific receivable and encourages responding FIs to propose approaches for capturing tasks performed on each receivable and their associated cost.

Fiscal Service is willing to consider compensation via a percentage of collections. Specifically, each FI interested in this compensation model and who advances to Phase 2 should submit

pricing that corresponds to each category of debts defined in the proposal in the form of a percentage of collections. Phase 2 finalists are expected to assign compensation percentages to these categories based on the effort required to collect the debt (e.g., the FI's available collection tools, degree of automation, etc., needed to collect or resolve the debt). Fiscal Service is excited about the opportunity to use analytics and audit capabilities to move from its current compensation structure (i.e. compensating the FA for all receivables in the same way) to a compensation model in which FA compensation is based on LOE for receivables. This change allows Fiscal Service to align CRS program growth expectations with our FA and customer interests. Further, this compensation model allows the program costs and revenue to be scalable in response to factors that may impact Government collections. One-time costs related to system setup and conversion should not be included in the percentage pricing.

III. GENERAL SERVICES REQUIRED

A. Period of Performance

Fiscal Service will enter a 3-year FAA with the FA. The term of the FAA is expected to begin between December 2021 and July 2022. Fiscal Service also expects that the FAA will provide Fiscal Service with the option to extend the FAA for three additional 2-year terms. At the end of the term(s), the FA may be required to transition CRS operations and services to Fiscal Service or to a successor FA.

B. Program Support Transition

If Fiscal Service selects an FI other than the incumbent as the FA, the new FA must support changes necessary for the smooth transition of work from the incumbent FA to the new FA. Responding FIs other than the incumbent should provide a high-level transition plan, detailing how they will implement CRS processing and transition existing CRS operations from the incumbent. The transition plan should include details of how the FI would work with federal customer agencies during the transition. The FA will be expected to provide a more extensive transition plan promptly following its selection. Once the FAA is signed, the transition plan should start and aim to fully transition CRS from the incumbent FA to the new FA as quickly as possible, but within no longer than one year.

C. Service Categories

Outlined below are some of the services that will be required from the FA selected through this FASP. These services represent critical categories of CRS program functions. Among other things, each FI responding to this solicitation will be evaluated on its ability to deliver against these requirements:

Receivables Management

1. Generate and maintain A/R.
2. Generate and mail paper and electronic documents (i.e., invoices, past due notices, due process notices, and other letters).
3. Use manual and/or automated skip tracing tools to update debtor contact information.
4. Obtain credit bureau reports on debtors when needed to verify inability to pay.
5. Negotiate, set up, and manage payment plans with debtors in accordance with Fiscal Service standards.

6. Evaluate debtors' qualifications for installment payment agreements and establish agreements in accordance with Fiscal Service standards.
7. Facilitate communication between a customer agency and their debtors related to requests for proof of debt and disputes.
8. Process administrative resolutions for bankruptcy, death, and entities out of business.
9. Receive and re-process undeliverable mail.
10. Document all actions taken and related costs on a receivable including, but not limited to, communications with debtors and customer agencies, changes to receivable information, documents uploaded to the receivable, and debt resolution and collection tasks.
11. Manage receivables in accordance with all applicable laws and all applicable debt collection standards including, but not limited to, the DCIA, Fair Debt Collection Practices Act (FDCPA), Telephone Consumer Protection Act (TCPA), CFPB regulations, Federal Claims Collection Standards (FCCS), and, as applicable, the Health Insurance Portability and Accountability Act (HIPAA).

Relationship Management/Customer Service

1. Provide 24/7 customer service options that allow debtors to contact the FA with concerns via telephone (such as an interactive voice response system or web portal), electronically, and by paper correspondence for purposes such as accessing receivable information, requesting a statement for resolution, making a payment, or establishing payment arrangements.
2. Provide access to a web portal using a role-based security model.
3. Answer phone calls received from debtors and provide live agent services from Monday – Friday, excluding federal holidays, in accordance with service level agreements (SLAs) to be established and included as an exhibit to the FAA.
4. Provide services to accommodate debtors that are hearing-impaired, Spanish-speaking (and possibly other languages), and internationally located.
5. Answer all correspondence received from customer agencies and system users, in accordance with to be established SLAs.
6. Make phone calls to debtors to verify receipt of notices and encourage payment of the receivable.
7. Work directly with new and existing customer agencies to onboard programs into CRS.
8. Work directly with customer agencies to ensure all compliance requirements, monitoring, and reporting are satisfied.
9. Provide technical and operational support to customer agencies and system users.
10. Send prompt communication to customer agencies and system users on system outages.
11. Create and maintain technical training materials for customer agency users and system users.
12. Support on-site and online training for new and existing users.
13. Provide the highest standards of performance and quality and perform quality control reviews of work in process.

System Features and Functionality

1. Provide system architecture flexibility and independence, allowing for straightforward system decoupling, and affords the ability to make software changes with no (or very minor) impacts to other interfacing systems.
2. Provide a system that is scalable, performant, secure, available, etc.

3. Provide a web portal platform for customer agencies and Fiscal Service to access receivable information.
4. Intake and transmit receivables data to and from customer agencies and Fiscal Service systems using secure file transfer methods designated by Fiscal Service.
5. Allow customer agencies to create receivables and update receivable information such as balance, status, holds, and payments via web portal and file transmission.
6. Provide capability for system users to manually enter and/or upload receivable documents in a batch file.
7. Provide customizable workflows and receivable settings such as balance calculations, timers, and status changes based on agency requirements.
8. Provide capability for digital signatures and electronic communications.
9. Create receivables with the ability to itemize and/or invoice multiple co-debtors.
10. Receive and apply collection information from CIR to receivables.
11. Send updates to Pay.gov on current balance of receivables.
12. Maintain searchable electronic copies of all documents created (due process notice, etc.) and an electronic audit log of all actions taken on a receivable (phone calls, etc.).
13. Maintain searchable electronic copies of all correspondence between the FA and customer agencies.
14. Calculate and apply interest, penalties, costs, and other charges to receivables in accordance with customer agency profile requirements.
15. Transmit receivable data for delinquent or uncollected receivables to the Cross-Servicing system and/or other federal systems using file formats designated by Fiscal Service.
16. Record and forward collection information if a financial transaction is received after a receivable was sent to the Cross-Servicing system and/or other federal systems using file formats designated by Fiscal Service.
17. Create customizable letter templates or implement letters developed by Fiscal Service.
18. Create customizable repayment agreements or implement agreements developed by Fiscal Service.
19. Provide customizable reports, using role-based security, through the CRS system.
20. Provide reporting capabilities on most or all data elements in the system.
21. Provide customizable receivable and transactional level reports.
22. Provide metrics to support assessment of FA performance against the applicable SLA.
23. Provide servicing for debts owed by debtors who reside outside the United States (i.e., have international addresses) for all agencies.
24. Retain all records relating to the servicing of every receivable.

Governance and Security Requirements

1. Meet all applicable federal government requirements for (1) physical and personnel security, (2) information technology security, (3) ADA website accessibility compliance, and (4) disaster recovery and continuity of operations.
2. Require all FA staff and contractors supporting CRS to be citizens or lawful permanent residents of the United States.
3. Locate all facilities and systems used to support CRS in the United States.
4. Record, maintain, and protect system and program data in compliance with all applicable federal requirements including, but not limited to, the Federal Information Security Management Act (FISMA), National Institute of Standards and Technology (NIST) regulations, and Office of Management and Budget (OMB) security standards and

protocols. Additionally, the FA will support any required reporting associated with FISMA, NIST, and OMB security standards and protocols.

5. Assist Fiscal Service in performing required technical system reviews by providing information about processes, software, facilities, personnel, and equipment through interviews, on-site inspections, and documentary evidence.
6. The FA must be committed to meeting Fiscal Service security standards and assurances, including personnel, physical, and information technology standards.

Project Management and Oversight

1. Develop a project plan and manage FA transitions as needed.
2. Provide tracking and reporting associated with managing system enhancement releases including, but not limited, to:
 - a. Developing and maintaining project plans.
 - b. Developing and maintaining business requirements, technical requirements, and functional design documents in accordance with Software Development Life Cycle (SDLC) techniques, including Agile and other methodologies.
 - c. Tracking and resolving defects.
 - d. Providing an incident management team to respond to an unplanned event or service interruption and restore the service to its operational state.
3. Manage, track, and report on new agency customer implementations.
4. Support OMB program management standards and submissions (i.e., Exhibit 300).
5. Ensure reasonable costs for federal A/R management through effective benchmarking, auditing, and allocating expenses to show cost of activities, services, and tasks.

Loans

1. Currently, CRS services only non-loan (i.e., administrative) receivables. Fiscal Service may seek to expand its offerings to cover loan receivables. The FAs would be required to follow all laws, including agency-specific regulations, as they relate to the collection of federal agency loans, as well as interest and penalty requirements. Examples of loan types include small business loans, real estate and equipment loans, disaster loans, micro-loans and education loans. Fiscal Service expects responding FIs to describe their solution for collecting loan payments.

Service Level Requirements

1. The FA will provide the highest standards of performance and quality and must execute ongoing regular quality control reviews of work in process. Fiscal Service will review the established quality controls on an ongoing basis to ensure performance meets established standards. This review will include accuracy, responsiveness, timeliness, system availability, and security.

Systems Interface

In addition to the CRS's Services, the FA will be required to interface with the following Fiscal Service systems:

1. **Cross-Servicing (Artiva RM)** – Artiva RM is the software product Fiscal Services uses for the collection of delinquent debt. By law, federal agencies must transfer delinquent debts to Fiscal Service. CRS transfers delinquent debt to Cross-Servicing on the customer agency's behalf. When the debt is transferred to Cross-Servicing, it is Fiscal Service's

responsibility to then process and try to recover and/or resolve the debt. Fiscal Service expects all proposals to fully integrate with Artiva RM.

2. **Bank Management System (BMS)** – BMS is the system used by Fiscal Service to review, approve, and pay expenses incurred by its FAs. The FA selected under this FASP will report its expenses each month through BMS. BMS is web-based and can support both file uploads and manual entry of compensation requests.
3. **Collections Information Repository (CIR)** – CIR is a reporting system that consolidates detailed and summary-level information on financial transactions and reports this information to federal agencies and other Fiscal Service and Treasury systems.
4. **OTCnet** – OTCnet is Fiscal Service’s system for over-the-counter deposits, to report and facilitate concentration of funds received via Automated Clearing House (ACH) credit transactions. OTCnet is a web-based system that enables federal agencies to integrate check conversion and deposit reporting activities so that all check and cash deposits are handled by one system.
5. **Pay.gov** – Pay.gov is a Fiscal Service system that provides federal agencies with a secure government-wide portal for collecting funds electronically. The FA will interface with Pay.gov for ACH debit, credit card, debit card, and digital wallet transactions.
6. **Credit Gateway** – The Credit Gateway is a deposit program that Fiscal Service uses for the receipt of federal agency Fedwire, ACH credit, and Online Bill Payment (OLBP) transactions

IV. SUBMITTING INITIAL PROPOSALS

To be considered for this solicitation, initial proposals must comply with the following requirements and be received by Fiscal Service by 5:00 pm ET on June 25, 2021.

Initial proposals should clearly describe the FI’s ability to perform the work and describe the following:

- Ability to provide the general services outlined above in Section III.C, *Service Categories*.
- Experience in receivables management services for debts owed to commercial and government entities, staffing methodology, and program support and human resource management capabilities.
- Ability to set up and implement the proposed technology platform.
- Ability to establish and implement an FA transition plan if needed.
- Provide private sector and government references.
- Provide any other relevant information to assist Fiscal Service in its evaluation of the initial proposal.

Proposal documents should not be marked as “*Proprietary and Confidential*.” Fiscal Service may choose not to consider any proposals with any such markings, nor will Fiscal Service honor any such markings. Initial and final proposals may be subject to Freedom of Information Act (FOIA) requests, Congressional inquiries, or other requests; proposal documents may be labeled as “*Program Sensitive*” to flag the respondents’ possible concerns about the release of certain business information.

Format Specifications

Initial proposals must include a proposal transmittal letter on the respondent FI's letterhead (see detail below) and be formatted as follows:

- No more than thirty (30) one-sided pages (not including any requested attachments or the transmittal letter).
- Paper size 8 ½" x 11".
- Single-spaced.
- Font type and size - 12-point Times New Roman font.
- Margin size - one inch.
- A table of contents is optional (not included in 30-page maximum).
- One signed copy in Adobe PDF (OCR) searchable format.

Transmittal Letter

Initial proposals must contain a transmittal letter as follows:

- The transmittal letter must be written on the FI's letterhead and signed by an official of the FI with legal authority to represent and bind the institution.
- The transmittal letter must include the name, title, mailing address, e-mail address, telephone number(s), and fax number of the FI's contact person for all communications related to the FASP.
- The FI must affirmatively state that it: (1) qualifies as a financial agent under 31 CFR Part 202, (2) agrees to the selection and evaluation approach described in this solicitation, and (3) understands that the selection process is subject to Fiscal Service's FASP and is not subject to Federal Acquisition Regulations.

Contact Information

All questions about the CRS program or about this FASP should be directed to CRSFASP@fiscal.treasury.gov. Fiscal Service will attempt to answer all questions in writing via e-mail and may share questions and answers with other respondent FIs.

Initial proposals should be submitted electronically to CRSFASP@fiscal.treasury.gov. Fiscal Service will send a confirmation receipt email (either automatic or manual) within one business day. If the FI does not receive this confirmation receipt, the FI must re-send its proposal.

V. INFORMATION SESSIONS AND EVALUATION PROCESS

Phase 1

Fiscal Service will conduct a Phase 1 information session for all interested FIs. The Phase 1 session will provide information regarding the CRS program, the FASP, and the interfaces with Artiva RM, Pay.gov, CIR, BMS, Credit Gateway, OTC.Net, and other Fiscal Service systems. Interested FIs should send an RSVP for the Phase 1 Information Session to CRSFASP@fiscal.treasury.gov. Fiscal Service will confirm receipt of the RSVP via email (either automatic or manual) within one business day. If the FI does not receive this confirmation, the FI must re-send its RSVP. If the Phase 1 information session is in person, a maximum of 3 representatives from each FI will be allowed to attend. Fiscal Service may choose to have the Phase 1 information session virtually. Prior to participating in the Phase 1 Information Session, attendees will be required to execute a non-disclosure agreement.

During Phase 1, Fiscal Service will evaluate initial proposals to determine the ability of the FI to meet the requirements specified in Section III, *General Services Required* and based on the criteria listed in Section IV, *Submitting Initial Proposals*. Fiscal Service will evaluate all initial proposals timely received and select up to five (5) FIs as finalists. The selection of the finalists will be at the sole discretion of Fiscal Service.

Each finalist will be notified by Fiscal Service that its proposal warrants further consideration and will be invited to participate in Phase 2 of the evaluation process. FIs not selected as finalists will also be notified.

Phase 2

At the beginning of Phase 2, Fiscal Service will provide finalists with pricing templates to submit pricing proposals. At that time, Fiscal Service may also provide finalists with a copy of a model FAA.

Fiscal Service will conduct a Phase 2 information session for all finalists. The Phase 2 session will provide information regarding the pricing templates, security and audit requirements, details on the types of receivables serviced by CRS, and the Service Level Requirements used by Fiscal Service to evaluate the FA’s performance.

Additional information sessions consisting of open dialogue with Fiscal Service—with each finalist separately and with all finalists collectively—may occur at the discretion of Fiscal Service. Fiscal Service will provide all finalists with the opportunity to ask questions and to clarify the terms of their proposals throughout the evaluation process.

Each finalist will be invited to present its final proposal either in person or virtually. The final proposal presentation should address information in all proposals submitted to Fiscal Service by the FI under this FASP, with a description of the initial proposal (including its high-level transition plan) and the pricing proposal (including Transition Cost and Services Pricing Templates, described below). If a finalist needs to modify or clarify information previously submitted to Fiscal Service, it should clearly present such modifications or clarifications in its oral presentation and not (unless explicitly requested by Fiscal Service) in a written document. After the oral presentations, Fiscal Service will select one finalist as the FA for CRS. The FA will be expected to execute the FAA with Fiscal Service within 4 to 8 weeks after the date it is notified of its selection.

Evaluation Timeline

Fiscal Service plans to follow the schedule below, but dates may change at the sole discretion of Fiscal Service.

Timeline	Phases / Events
5/17/21	FASP Released
6/4/21	Initial Information Session RSVP Due
6/9/21	Initial Information Session and Non-Disclosure Form
6/25/21	Initial Proposals Due to Fiscal Service
July 2021	Respondent FI Notification
August 2021	Second Information Session

TBD	Final Proposal Due to Fiscal Service
TBD	Finalist presentations, including “Best and Final Offer” pricing
TBD	Selection, commencement of FAA negotiations
TBD	Signing of new FAA

Selection Criteria

Fiscal Service will evaluate proposals based on multiple factors. In Phase 1, Fiscal Service will consider factors, including but not limited to:

1. Excellence and experience in first-party receivables and debt collections, including outreach through letters and phone calls, skip tracing, payment plan creation and maintenance, and other services as detailed in Section III and Section IV of this solicitation.
2. Experience in automated mailings, including envelope stuffing and envelope extraction.
3. Excellence and experience in call center and customer service operations covering multiple time zones.
4. Expertise in scalability, the capability to increase and decrease staff as needed, whether internally or via third parties.
5. Knowledge of and experience complying with debt collection policies and procedures regarding the FDCPA, TCPA, CFPB regulations, FCCS, HIPAA, and the DCIA.
6. Experience with receivables and debt collection software, its integration into a call center environment, and the ability to maintain and modify the software through a project change control process.
7. Expertise with transaction and data reporting capabilities, methods, and flexibility.
8. Expertise in addressing fluctuating system capacity requirements.
9. Experience in hardware acquisition and support.
10. Extensive knowledge of FISMA, NIST, and OMB security standards and protocols.
11. Excellence in security standards and assurances—including personnel, physical and information technology—sufficient to comply with FA personnel and physical security requirements and accompanying IT audit requirements.
12. Expertise in privacy standards and assurances.
13. Experience in data management techniques to establish and maintain data integrity across multiple data stores on multiple platforms, ensure regular updates for all users, and integrate data from new users into the collection environment in a timely manner.
14. Experience with SDLC techniques, including Agile and other methodologies.
15. Expertise in the automation of standard debt recovery tools and tasks.
16. Experience with software development and managing large complex projects, including the ability to perform maintenance and enhancement of existing software.
17. Expertise in customizing/defining services and associated costs at a granular level.
18. Expertise in data analytics and trend analysis.
19. Excellence in providing a high-quality federal agency customer experience.
20. Expertise in OMB program management standards and submissions (i.e., Exhibit 300).
21. Expertise to keep aligned with all new and innovative technologies and the ability to apply those to the debt collection software.
22. Expertise in program management, architecture, business analysis, development and testing.

Evaluation of Costs

In Phase 2, Fiscal Service will consider the factors identified above, and will also consider the cost of providing the services. Each finalist will be required to submit its Pricing Proposal utilizing two templates. These templates provide a breakdown of:

1. One-time “conversion” costs that would be incurred, and
2. Ongoing service costs (breaking out pass-through costs from transactional and other bases for costs).

The Transition Cost Template will be used to identify anticipated conversion costs that would be incurred by the finalist to establish its own infrastructure and to transition CRS from the current FA, taking into account the current transaction volumes and number of agencies currently serviced.

The Services Pricing Template will be used to identify ongoing service costs based on a transaction-based pricing methodology.

Each finalist must submit its pricing proposal utilizing the Services Pricing Template. In addition, each finalist, excluding the incumbent FA, must submit a Transition Cost Template.

VI. OTHER

This FA solicitation may be amended occasionally, or cancelled in its entirety, at the sole discretion of Fiscal Service.

Daniel J. Vavasour
Assistant Commissioner, Debt Management Services

Date