



Tolling Customer Service Systems and Operations

The Pennsylvania Turnpike Commission (PTC) invites vendors to provide feedback, information and materials for the agency to consider during procurement for the implementation, operations and maintenance of its next-generation Customer Service Center (CSC).

WE ARE SEEKING RESPONSES FROM ...

... the following types of organizations and individuals who can knowledgeably and transparently discuss ideas that could meet the PTC's stated goals, with discussions about industry trends, best design and development approaches, recommended software, tools and applications, contracting and pricing, methodologies, and life cycle maintenance approaches.

SOFTWARE APPLICATION DEVELOPMENT COMPANIES

with innovative products in the customer relationship management (CRM), customer account management, and customer experience (CX) spaces

SYSTEM INTEGRATORS and/or SOFTWARE DEVELOPERS

with expertise in CRM, customer account management, call centers, customer contact systems and CX, and transactional/financial processing and billing systems

CUSTOMER SERVICE OPERATIONS FIRMS

specializing in the design and integration of innovative customer contact systems with new or existing applications



Interested parties are invited to submit information by September 23, 2020, about their products, systems, innovations and services applicable to this RFI. After receiving and reviewing responses, the PTC may request [interviews](#) with select Respondents to learn more details and ask outstanding questions.



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The purpose of this RFI is to obtain feedback and input to determine how best to structure procurement(s) to replace and enhance the PTC's tolling CSC system and customer service operations.

PROGRAM GOALS



Program Background

A recognized leader in the tolling industry, the PTC seeks to expand its expertise into the customer service arena. To this end, the PTC seeks information about best practices for account management including prepaid and postpaid transactions, invoicing, billing, inventory management, accounting, CX and CRM. The PTC also seeks information about technologically advanced and future products, and service advancements.

The PTC currently contracts with a single provider for its tolling customer service system and business process and call center operations, which serve multiple facilities. This contract will expire in 2024.

As an agency, the PTC runs an all-electronic tolling operation, whereby all customers must pay with prepaid or postpaid accounts.

Traditionally, a group of toll system integrators specializing in tolling customer service including systems and

operations has provided these services to the toll industry. Past procurements often sought a single provider for both the system and operations; however, recent procurements separated these into individual contracts to take advantage of increasing specializations and encourage competition.

Recent advances in the larger customer contact and financial transaction processing industries including CRM advances and cloud-based solutions have encouraged the PTC to explore how such advances could be applied within the tolling industry. The PTC wishes to leverage those changes and opportunities to take advantage of best-in-class services and specializations that are available, and to expand competition to include additional qualified providers.

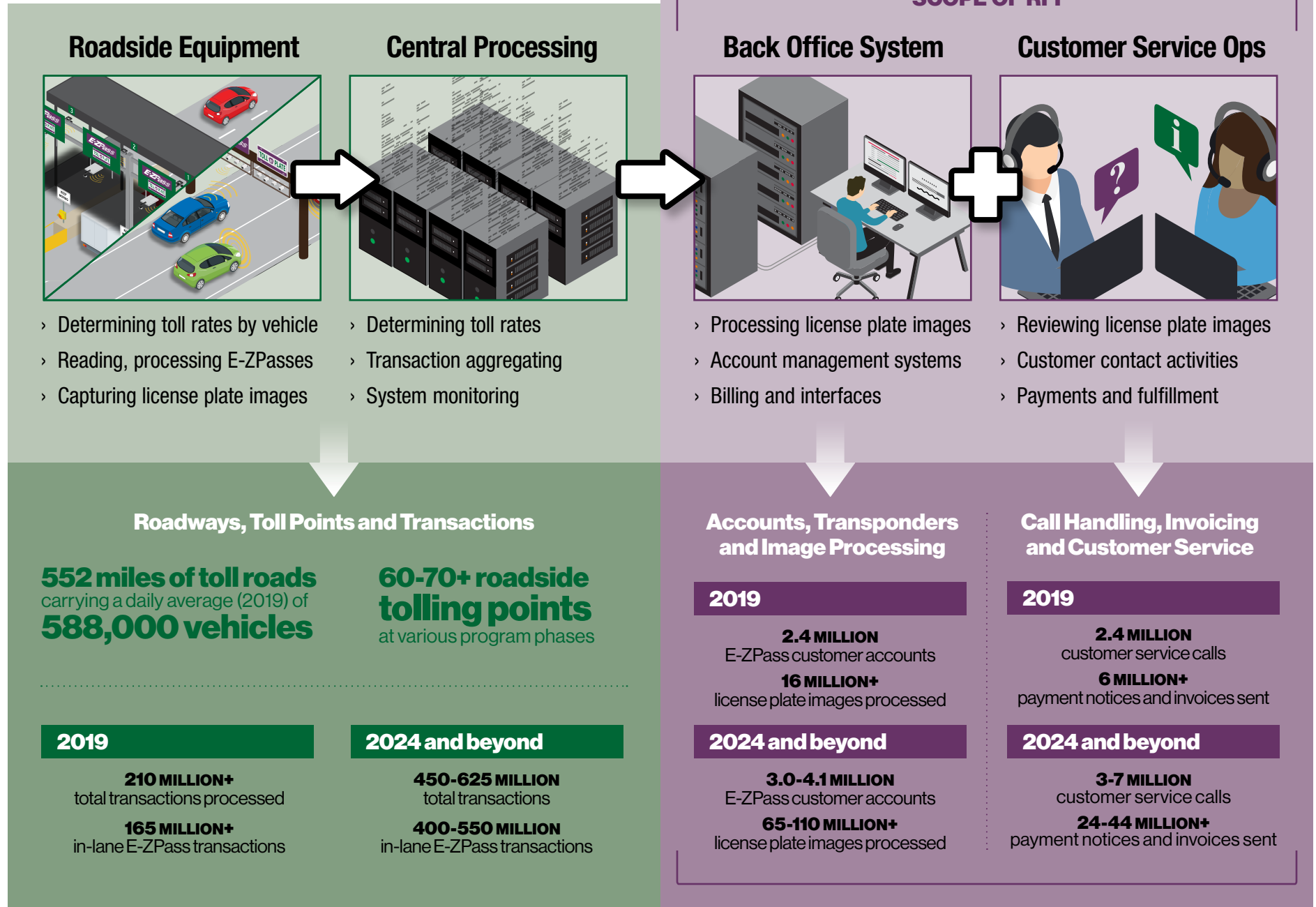
It is in the PTC's interest to follow these recent trends and advances to potentially reduce existing costs while being innovative and efficient.

CSC IMPROVEMENT PROJECT
HAS PHASED APPROACH

Note: The schedule graphic at right is for representative purposes only. The PTC reserves the right to alter schedule at any time.

	2020	2021	2022	2023	2024	2025	2026
	★ CSC Go-Live						
TOLLING CSC				Procurement(s) Development			
			Procurement(s)				
			Implementation				

ABOUT THE PTC: WHAT WE DO

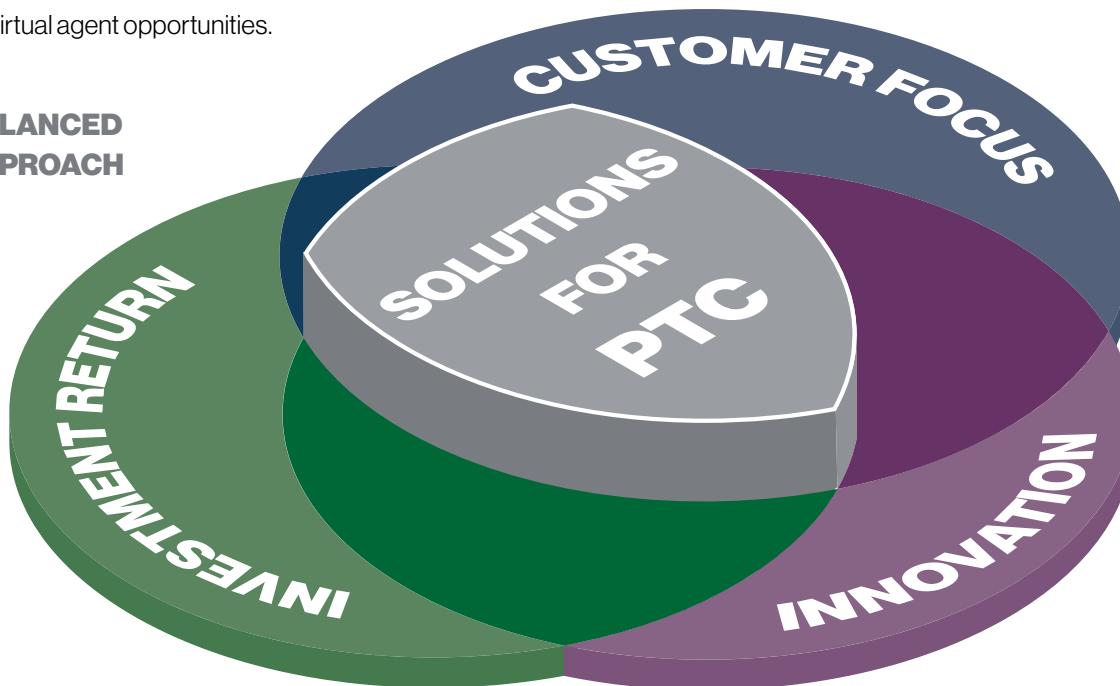


Finding the Right Solutions

The PTC has the following specific goals:

- » Superior customer service, customer experience, and customer contact functionality and services.
- » Omni channel customer service delivery.
- » Best-in-class, transparent, and accurate financial and transactional reporting and reconciliation.
- » Compliance with Generally Accepted Accounting Principles (GAAP), Payment Card Industry (PCI), and Personally Identifiable Information (PII) standards.
- » End-to-end financial traceability and detailed accounts payable and receivable tracking.
- » Best-in-class CRM functionality.
- » Transparent, continuous, and embedded compliance with evolving security, PCI, fraud prevention/due diligence and privacy laws and regulations.
- » Virtual agent opportunities.
- » Predictive modeling/analytics supporting call center operations.
- » Best-in-class customer self-service technology, including evolving state of the art web and mobile applications and technology.
- » Continuous long-term support of web and mobile applications and technology embedded in delivered product and services to keep current and effective.
- » A flexible, robust development environment that maximizes configurability and allows for rapid resolution of bugs and rapid deployment of changes, product updates and enhancements.
- » A large pool of qualified and available development resources for the selected system.
- » Comprehensive reporting and data visualization with access to data and flexibility in developing scheduled and ad hoc reporting.

BALANCED APPROACH



Issuing Office



The Contracts Administration Department, on behalf of the Electronic Toll Collection (ETC) Department, issues this RFI for the PTC. The sole point of contact for the RFI shall be the following individual, who is the Issuing Officer:

Wanda Metzger
PA Turnpike Commission
Contracts Administration Office
700 South Eisenhower Blvd.
Middletown, PA 17057
RFP-Q@paturndpike.com

Please refer all inquiries to the Issuing Officer.

Electronic versions of the written response (in a searchable format) may be sent via email to RFP-Q@paturndpike.com. One electronic copy (email attachment is acceptable) of the responses must be submitted on or before **September 23, 2020**.

Responses should include the name and address of the responding vendor and the phrase "Customer Service Center Services RFI" clearly indicated in the subject line of the email accompanying your response.

The PTC seeks to utilize the latest technology-based tools and solutions in the customer contact and financial transaction processing industries to potentially reduce costs while being innovative and efficient.

General Conditions

This RFI does not constitute nor should respondents construe it as a solicitation or obligation on the part of the PTC to issue a procurement nor award a contract. The PTC will not pay for the preparation of any response or information submitted for the PTC's use.

The PTC may, at its sole discretion, use information provided in response to the RFI; however, the PTC is not obligated to use any information so received.

To the extent that information to be provided in response to this RFI may be considered as divulging a Respondent's intellectual property including copyrights and trade secrets, or confidential proprietary information (CPI), the following statements shall apply:

- » **Confidential Information.** The PTC does not require CPI or trade secrets be submitted in response to this RFI.
- » **Commission Use.** The PTC shall consider all submitted response materials as its property. The PTC shall have the right to use all ideas, concepts or know-how that any response presents, unless a Respondent affirmatively notes all objections as part of its response. Notwithstanding copyright designations contained on the face of responses, PTC shall have the non-exclusive right to reproduce and distribute responses internally, and to comply with public record or other disclosure requirements under the provisions of Commonwealth or U.S. statutes or regulations, or rules or orders of any court of competent jurisdiction.



Public Disclosure

In accordance with the [Pennsylvania Right-to-Know Law \(RTKL\)](#), 65 P.S. § 67.707 (Production of Certain Records), Responding Entities shall identify any and all portions of their submitted materials that contains confidential proprietary information or is protected by a trade secret. Submitted materials shall include a written statement signed by a representative of the company/firm identifying the specific portion(s) of the submitted materials that contains the trade secret or confidential proprietary information.

Responding Entities should note that “trade secrets” and “confidential proprietary information” are exempt from access under Section 708(b)(11) of the RTKL. Section 102 defines both “trade secrets” and “confidential proprietary information” as follows:

Confidential proprietary information: Commercial or financial information received by an agency: (1) which is privileged or confidential; **and** (2) the disclosure of which would cause substantial harm to the competitive position of the person that submitted the information.

Trade secret: Information, including a formula, drawing, pattern, compilation, including a customer list, program, device, method, technique or process that: (1) derives independent economic value, actual or potential, from not being generally known to and not being readily ascertainable by proper means by other persons who can obtain economic value from its disclosure or use; **and** (2) is the subject of efforts that are reasonable under the circumstances to

maintain its secrecy. The term includes data processing software by an agency under a licensing agreement prohibiting disclosure.

65 P.S. §67.102 (emphasis added).

The Office of Open Records has determined that a third party must establish a trade secret based upon factors established by the appellate courts, which include the following:

- the extent to which the information is known outside of his business;
- the extent to which the information is known by employees and others in the business;
- the extent of measures taken to guard the secrecy of the information;
- the value of the information to his business and to competitors;
- the amount of effort or money expended in developing the information; and
- the ease of difficulty with which the information could be properly acquired or duplicated by others.

See *Crum v. Bridgestone/Firestone North Amer. Tire.*, 907 A.2d 578, 585 (Pa. Super. 2006).

The Office of Open Records also notes that with regard to “confidential proprietary information the standard is equally high and may only be established when the party asserting protection shows that the information at issue is either ‘commercial’ or ‘financial’ and is privileged or confidential, and the disclosure would cause substantial competitive harm.” (emphasis in original).

For more information, visit the Office of Open Records’ website at www.openrecords.state.pa.us.

Interviews

The PTC may choose to interview Respondents (in person or virtually) to obtain additional feedback, information and materials that may assist PTC personnel in its decision-making about the CSC.

Respondents willing to participate in an interview are responsible for all costs associated with attendance.

The PTC will schedule interviews as soon as possible after the **September 23, 2020**, response submission deadline. The PTC reserves the right to interview any, all or no Respondents.



Response Instructions

The PTC appreciates your careful consideration and response so that we can obtain meaningful feedback for planning purposes. Please respond to all applicable questions in as much detail as possible. You may copy the questions below and provide your response in a separate file. **Note: The PTC developed the questions below with the expectation that all will not apply to every Respondent. If a question does not apply to your area of expertise, please write “N/A” in response.**



1. GENERAL/PROPOSED SERVICES

- Briefly summarize you/your firm's history, qualifications, and experience in the areas of this RFI.
- List your specific services or technologies related to the RFI goals. The PTC encourages you to provide brochures, product sheets, customer testimonials or links thereto that further explain your offerings.
- Share project successes and lessons learned that may help the PTC in making decisions about its new CSC.



2. BUSINESS AND CONTRACTING

- The PTC must determine the proper risk allocation and sharing when structuring procurement and contracts for the CSC replacement. Please provide brief explanations of the following components, specifically addressing customary pricing and risks associated with your product or service performance:
 - Pricing structure with incentives and penalties based on scope.
- Please discuss your preferred method of pricing:
 - Cost plus (hourly)?
 - Per item (for example: calls answered, invoices mailed, images reviewed)?

- Liquidated damages for delays in completion and start of revenue service.
- Responsibility for loss of revenue due to product failures.
- Responsibility for liquidated damages for nonperformance.
- Indemnification of the PTC for failures such as negligence, third-party claims and intellectual property/patent infringement.
- Provision of performance and payment bond.
- Insurance coverages, including professional liability and cyber liability.



3. PROCUREMENT APPROACH

- Describe your ideal approach to procuring the design, systems, services, software and software development for an implementation that combines both vertical (tolling functionality) and horizontal (CRM, customer contact, account management, billing/payment, accounting/financial management, reporting functionality) components. Provide examples from industries outside of tolling, if available.
- Based on your response to the [Question 3.a.](#), describe your ideal project management structure and high-level assignment of responsibilities to each separately procured firm.
- What information about the PTC's current operation and system is needed for accurate costs and schedule?

- d. In your experience, describe the important characteristics of successful, complex software development projects similar in nature to this project and how the PTC can promote those characteristics.
- e. In your experience, describe the characteristics of unsuccessful software development projects similar to this project and how the PTC can avoid those characteristics.
- f. Describe the software development trends to best determine the initial scope of software development, manage scope changes, manage integration with other development teams, monitor development, and test that provides clear direction to developers, reduces rework and best ensures that the system meets the customers' expectations.
- g. Based on your response to [Question 3.e.](#), describe the associated payments structure that is both fair to the developer and limits risk for the PTC.
- h. Describe the ideal approach to structuring and paying for as part of the overall procurement any post-go-live, fixed system costs, system administration and software maintenance services.
- i. Describe the procurement approach that ensures the PTC can rapidly adopt and address new CX trends over the contract life. Offer contract term examples and how this is best paid (for example: as part of base maintenance cost or separately scoped with updated pricing).
- j. Describe the best procurement approach for the PTC to rapidly adopt and address changes in security and privacy requirements over the life of the contract (for example: evolving state or federal security/privacy initiatives or potential federal privacy laws like the European General Data Protection Regulation or GDPR). Provide examples of contract terms and how to assess such costs (for example: as part of base maintenance cost or separately scoped with updated pricing).
- k. Describe your preference for sequencing and timing for the procurement approach utilizing the likely multi-contract approach the [Program Background](#) section describes.



4. SYSTEMS APPROACH

- a. Based on your experience and with the help of diagrams, depict the systems/software architecture that you would suggest based on your understanding.
- b. Based on your response to the [Questions 3.a.](#) and [3.h.](#), how is the customer website/web app best developed and integrated within the overall system? Describe the trends, applications, and tools used to ensure proper integration, operation and maintenance over the long term.
- c. Do you believe it is in the PTC's best interest to require that software functionality is delivered via a commercially available cloud environment (for example, Amazon Web Services, Microsoft Azure, Oracle Cloud Platform, etc.) as opposed to a hosted environment where the provider directly purchases and/or maintains the infrastructure? Please explain your rationale.
- d. Do you believe it is in the PTC's best interest to require that account management and other related software functionality is delivered via a commercially available CRM as opposed to a developed solution? Please explain your rationale.
- e. Describe the trends and lessons learned in systems and services that assist in the delivery of long-term, best-in-class CX and customer service systems as part of a larger, more complex procurement.
- f. Describe the trends, applications and tools to develop systems that rely on workflows, as well as the application of complex business rules/logic that is to some degree configurable and relatively easy for developers and system users to visualize.
- g. Describe the trends, applications and tools to develop systems that require the ability to track the complete transactional and financial life cycle of transactions within the system.



5. FINANCIAL SERVICES

- h. Describe the trends, applications and tools to develop comprehensive reporting systems for customers with large amounts of transactional data; billing/payment data; and customer service/customer interaction information. Within your response, describe how best to store and access data for base reporting and analytics/business intelligence purposes.
- i. Describe the ideal approach and balance of using key performance indicators (KPIs) or service level agreements (SLAs) and reasonable consequences for non-performance that support high availability, proper operation, and accuracy of the system. Discuss how the PTC should fairly assess determination of penalties and caps to the penalties.

Describe the following aspects and components of your approach to financial account management:

- a. The financial package you utilize (for example: commercial, off-the-shelf or other).
- b. How you fully integrate the financial package and back office system (BOS) including the following details:
 - i. Methods of data transmission.
 - ii. Level of detail that the financial module tracks (for example: by transaction or in summary).
 - iii. Use of general ledgers and subsidiary ledgers.
 - iv. Flexibility and configurability to support the addition of new transaction codes and subsidiary ledger accounts, the process for adding new codes and the validations in place to ensure the addition of new transaction codes and accounts does not create out-of-balance conditions or reporting errors.
 - v. How you track accounts receivable throughout the transaction life cycle to support customer, interoperable agency and other accounts receivable functions.

- vi. How you track accounts payable throughout the transaction life cycle to support customer refunds, interoperable agency accounts payable and other accounts payable functions.
- vii. How you utilize reconciliation functions to support merchant account, bank and other reconciliation functions.
- viii. How the system supports the reconciliation of other asset and liability accounts (for example: prepaid tolls, transponder deposits or other).
- ix. The process for ensuring the BOS financial accounts sync with other BOS components.



6. SECURITY

Regarding your approach to ensuring system compliance with the PCI Data Security Standard requirements for a Level 1 merchant, specifically address the following:

- a. Outline your experience and provide information on compliance status on other similar Level 1 projects. Specifically, describe the strategy employed and risk mitigation.
- b. Describe your overall recommended approach to achieving and maintaining compliance on this project.
- c. Describe your approach to and the PTC's corresponding requirements for your PCI approach related to ensuring real-time and complete data-sharing and data visibility by both you and the PTC.
- d. Describe your approach to cybersecurity. List all third-party software used in maintaining compliance and describe the processes instituted for identifying and preventing unauthorized intrusions.
- e. Discuss your experience interfacing with tokenized merchant services providers.

Specifically address the following regarding PII:

- a. Describe your approach and system functionality to protect PII.
- b. Describe your approach to and the PTC's corresponding requirements for your PII approach related to ensuring real-time and complete data-sharing and data visibility by both you and the PTC.
- c. Describe the functionality and processes you have developed and implemented with other clients to protect their customers' data and prevent unauthorized access that your proposed solution would include. Please provide specific examples.
- d. How do you, the proposed development team, and proposed system remain on the cutting edge of emerging threats and technologies surrounding the protection of this type of data?



7. ACCOUNT MANAGEMENT

Discuss the proposed system's capabilities as they relate to the following levels of service and means of contact:

- a. How would the system address E-ZPass and Toll-by-Plate customers and the PTC's desire to move Toll-by-Plate customers to E-ZPass customers as seamlessly as possible?
- b. How would the system support discount plans such as E-ZPass being lower cost than Toll-by-Plate, volume E-ZPass discounts, and related potential discounts for usage, location, and/or other factors?

- c. How would the system show a complete view of the customer so that agents have complete visibility of all contact with a customer regardless of the means of contact (for example: phone, website, application, chat-bot or interactive voice recognition) or the reason for the contact (for example: account changes, updates, adjustments, invoicing or statements)?
- d. Describe the system's flexibility and configurability in managing invoices, statements and notices.



8. OTHER INFORMATION

- a. Do you have other recommendations or suggestions that the PTC should consider incorporating to make its new CSC a best-in-class operation and/or system?
- b. Describe your perspective on the importance of culture in customer service in your service delivery and how to ensure a cultural match with the owner's culture through a procurement and implementation process.
- c. What other recommendations or suggestions do you have to make this project attractive to you or your firm?
- d. Are there restrictions that limit you from responding fully to this RFI?