

NC Quick Pass® & NC Ferry Customer Service Operations

Pre-proposal Scope of Services Meeting

March 12, 2019 10:00 am – 12:00 pm

Welcome & Introductions

Chris Werner, P.E.
NCTA Acting Executive Director

Agenda

- Introductions
- Project Introduction/Goals of Procurement
- Purpose of Meeting
- Procurement Overview
- Scope of Work and Requirements Overview
- Key Performance Indicators
- Back Office System
- Questions and Answers/Closing Remarks

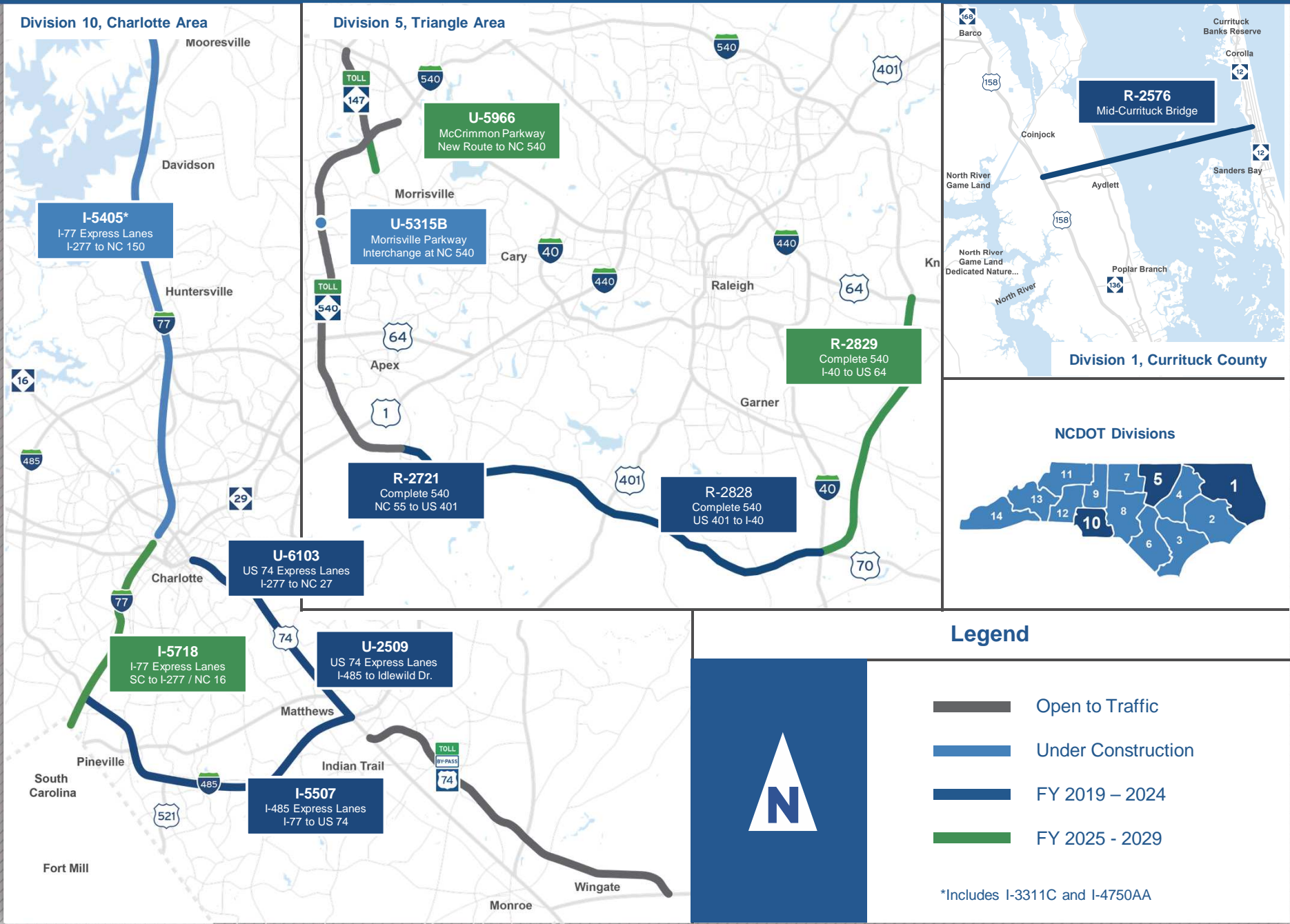
Staff Introductions

Staff and Roles

- Marvin Butler – Deputy Executive Director
- Andy Lelewski, P.E. – Director of Toll Operations
- Angela Queenland – Manager of Customer Service
- Kristen Pearce – Back Office System Manager
- Wendy Griffin – Toll Revenue Manager

Consultant Support

- Catherine Larson – LCA
- Mark Woodbury – TTI
- Jim Harlan – HNTB
- Seth Fisher, P.E. – HNTB
- Kevin Palmer, P.E. – RS&H



Project Introduction & Goals of Procurement



Andy Lelewski, P.E.
Director of Toll Operations

Pre-Proposal Meeting

- All attendees must sign in
- Proposers may ask questions during the Q&A period
- All verbal comments and responses are non-binding
- Questions shall be made in writing if a formal response is requested
- Copies of this presentation and sign-in sheets will be posted on the website

NC Quick Pass Operations Center/Customer Service Center Tour

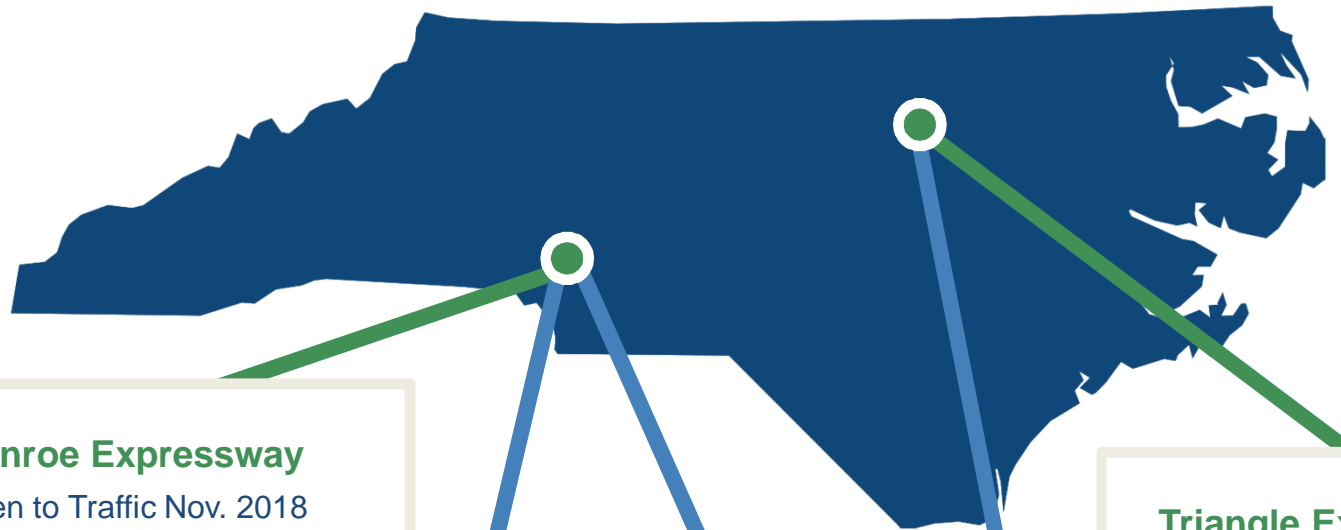
Tuesday, March 12, 2019

1:30 p.m. to 3:00 p.m. ET

200 Sorrell Grove Church Road, Morrisville NC

**Contractors are limited to no more than three (3)
participants for the Customer Service Center site tour**

NCTA Toll Facilities & NC Quick Pass Customer Service Centers



Monroe Expressway

Open to Traffic Nov. 2018

I-77 Express Lanes

Opening Spring 2019

I-485 Express Lanes

Construction project awarded

Triangle Expressway

Open to Traffic

Complete 540

Construction expected to begin in 2019

Charlotte



Monroe



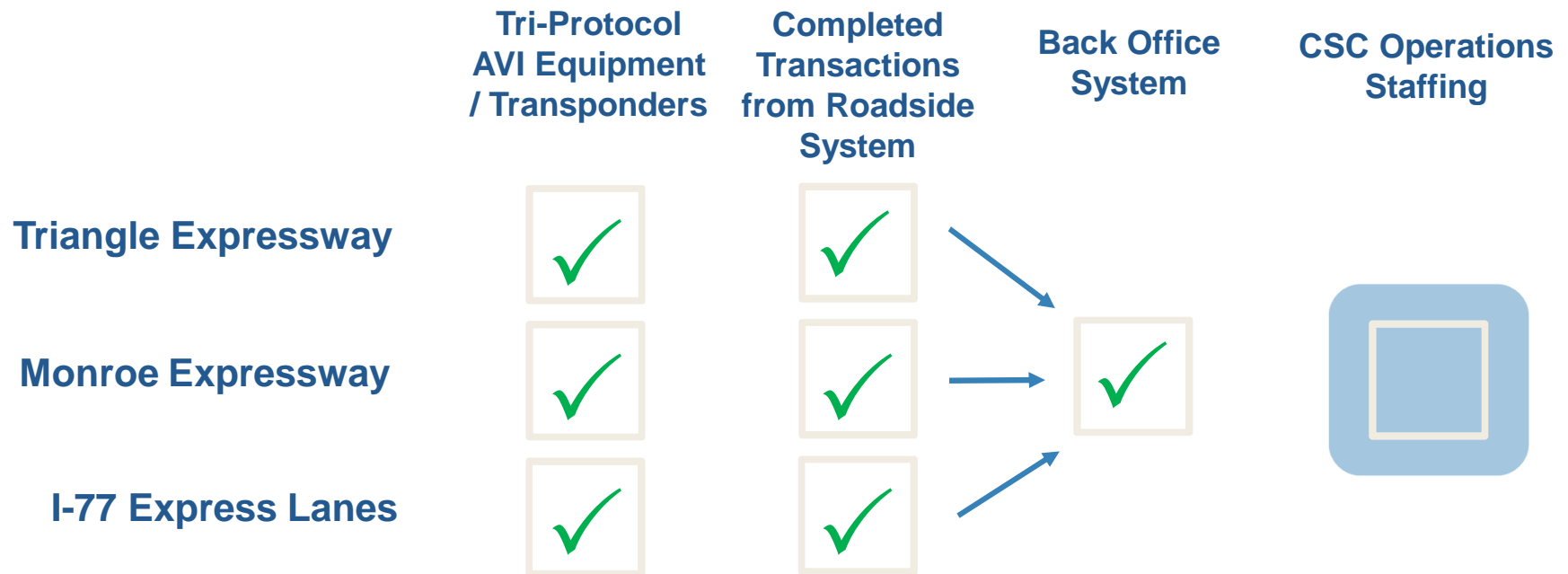
Morrisville



Goals of the CSC Operations Procurement

- High quality, efficient program for toll and ferry customers
- Contractor to partner with NCTA and operate as an extension of staff to develop and maintain positive relationships
- Contractor innovation emphasizing quality at cost effective pricing with scalability for future growth
- Requirements not intended to be prescriptive; allowing the Contractor to customize an approach to meet the needs of customers and NCTA
 - Requirements state what we want
 - Contractor to determine how to accomplish the requirements

NCTA Toll Operations Program Goals



✓ = Procurement Complete

Contract Term

The term of the Contract will commence on the Effective Date with a base term of five (5) years, starting at Go-live. The project phases are:

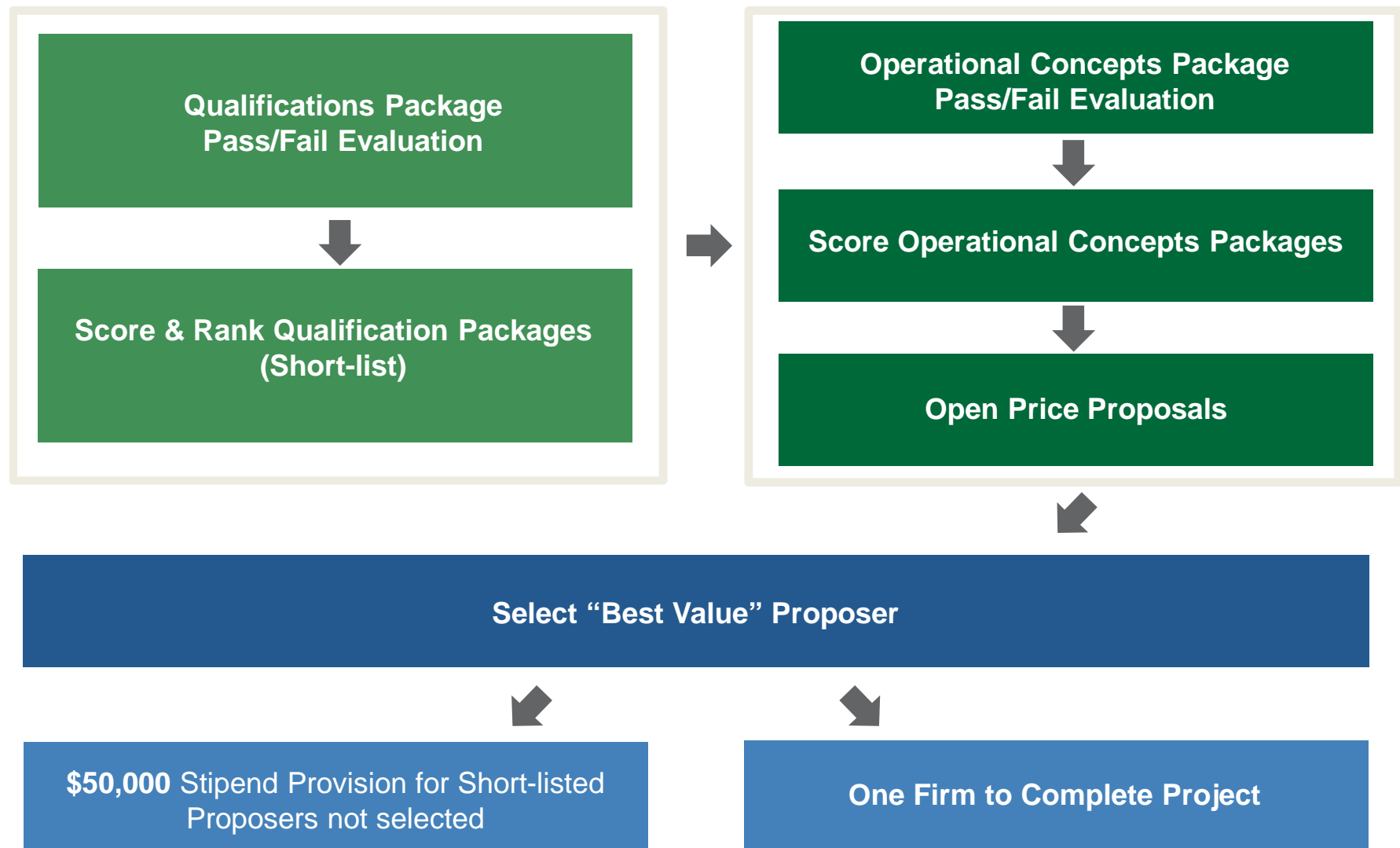
- **Operations Implementation Phase:**
 - This phase of work commences at Notice to Proceed (NTP) through Operations Go-live. It is anticipated that BOS Go-live will be concurrent with Operations Go-live.
- **On-going Operations Phase:**
 - This phase of work begins at Operations Go-live, and continues through the end of the Contract.
- **Options to Extend – The Optional Extension Phase** includes two (2) three (3)-year optional NC Quick Pass and NC Ferry Customer Service Operations extensions to be executed at the sole discretion of NCTA, with the first extension commencing upon the end of the base Contract Term.

Procurement Overview



Catherine Larson
NCTA Consultant Support

Procurement Process



RFP Content

- Part I Administrative
- Part II Definitions and Acronyms
- Part III Scope of Work and Requirements
- Part IV Terms and Conditions

Procurement Schedule

PROCUREMENT SCHEDULE

(The NCTA reserves the right to modify the schedule at any time and for any reason.)

RFP Issued	March 4, 2019
Mandatory Pre-Proposal Scope of Services Meeting	March 12, 2019 (10:00 a.m. to 12:00 p.m. ET)
Optional NC Quick Pass Customer Service Center Tour	March 12, 2019 (1:30 p.m. to 3:00 p.m. ET)
Proposer Questions Due	March 19, 2019 (4:00 p.m. ET)
NCTA Inquiry Responses and Addendum (if required) Issued	March 26, 2019
Qualification Packages Due	April 16, 2019 (4:00 p.m. ET)
Short-list Notification	May 7, 2019

Proposer Questions

- All questions and comments to be submitted using Exhibit D-4 Proposer Questions Form
- NCTA will provide responses and publish addenda as required
- Questions due March 19, 2019, 4:00 p.m. ET; NCTA will publish responses by March 26, 2019
- All questions must be emailed to:
CSCOperationsRFP@ncdot.gov

RFP Submittals

- Refer to Part I for detailed requirements
- All submittals shall be delivered to:

**North Carolina Turnpike Authority
Transportation Building
1 South Wilmington Street
Raleigh, NC 27601
Attn: Logann Graham**

Qualification Package Submittal and Evaluation

- **Due April 16, 2019 by 4:00 p.m. ET**
- Response limited to 40 printed pages – refer to RFP Part I, Section 5.1
- NCTA may conduct interviews; NCTA to determine if interviews are necessary
- NCTA will short-list firms based on Qualification Package and interviews, if appropriate

Qualification Package Evaluation

Qualification Package Sections	Maximum Possible Points
Section 1: Company Overview	5
Section 2: Key Personnel Experience and Qualifications	30
Section 3: Approach to Organizational Management	25
Section 4: Approach to Operations Implementation	20
Section 5: Approach to Managing Program Growth, Quality, Continuous Improvement and Innovation	20
Maximum Possible Technical Points	100

Operations Concepts Phase

- Short-listed firms only
- Three-month process including:
 - Combined kick off meeting to confirm expectations and provide a BOS demonstration
 - Short-listed firms submittal of Operations Concepts Package Materials
 - NCTA evaluation of submitted Materials
 - Individual Short-listed firm interviews
 - NCTA evaluation of price submittal
 - Best value selection
- Consistent, structured treatment of Short-listed firms
- Stipend paid to firms not selected

Operations Concepts Submittals and Evaluation

- **Operations Transition**
 - Draft Transition Plan and Transition Schedule
 - Upon NCTA's review of the Transition Plan and Transition Schedule Materials, Proposers will be scheduled for in-person interviews regarding Operations Transition
- **Ongoing Operations and Organizational Management**
 - Draft Project Management Plan (PMP), draft Quality Management Plan (QMP), draft Staffing and Training Plan
 - Draft Employee Incentive Plan, as well as their Approach to Organizational Management
 - Upon NCTA's review of the Ongoing Operations and Organizational Management Materials, Proposers will be scheduled for in-person interviews regarding Ongoing Operations and Organizational Management
- **Price Proposal**
 - The Price Proposal shall be submitted separately from the Operational Concept Package in a sealed package for evaluation by NCTA, and will be evaluated after NCTA evaluates and scores the above Materials

Price Proposal

- Short-listed Proposers shall provide Price Proposals that demonstrate a thorough understanding of the work involved and the caliber of staff necessary to operate and manage a high quality, full-service operation in accordance with the operational and Performance Requirements identified in this RFP. In addition, Price Proposals submitted by Short-listed Proposers shall also directly reflect NCTA's expectations that the selected Contractor will provide highly innovative, efficient, and cost-effective services.

Operations Concepts Schedule

PROCUREMENT SCHEDULE

(The NCTA reserves the right to modify the schedule at any time and for any reason.)

Response to RFP Operational Concepts Due (Short-listed Proposer's Only)

(All Times 4:00 p.m. ET)

Operations Transition

June 4, 2019

Ongoing Operations

July 9, 2019

Organizational Management

July 9, 2019

Price Proposals Due (Short-listed Proposer's Only)

July 9, 2019

(4:00 p.m. ET)

Final Contractor Selection

August 6, 2019

Operations Concepts Package Evaluation

Operational Concept Package Elements	Maximum Possible Points
Operations Transition	40
Ongoing Operations	40
Organizational Management	20
Maximum Possible Technical Points	100

Non-Solicitation Provision

- Refer to RFP Part I, Section 1.10
- **ONLY** contact NCTA in the manner identified in Section 1.7
- Violation may be grounds for rejection of proposal

Scope of Work & Requirements Overview



Angela Queenland
Manager of Customer Service

Scope of Work

- **General Requirements**
 - From the Contract Effective Date through the term of the base Contract
- **Operations Implementation Phase**
 - From the Contract Effective Date through Go-live
- **On-going Operations Phase**
 - From Go-live through the term of the base Contract
- **Optional Requirements**
 - To be negotiated if optioned

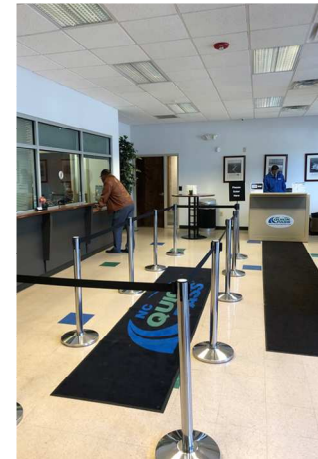
Implementation Schedule

Milestone	Start Date	End Date
Notice to Proceed		August 6, 2019
Operations Implementation Phase	September 1, 2019	November 30, 2019
BOS Go-live		December 1, 2019
On-Going Operations Phase	December 1, 2019	November 30, 2024

Scope of Work

Expectations

- Best in class
- Quality
- Efficiency
- Continuous improvement
- Innovation



Scope of Work

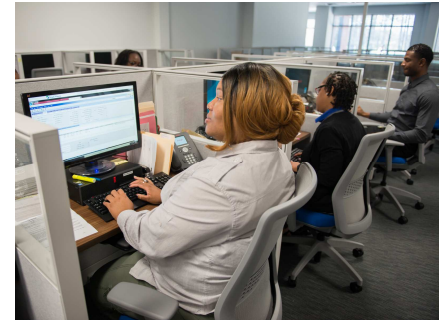
Key Personnel

- Project Manager
- Customer Service Manager
- Finance Manager
- Quality and Training Manager
- Production Manager
- Marketing and Communications Manager

Scope of Work

Day to Day Operations

- Teamwork
- Brand identification
- Dedication
- Satisfaction
- Advancement



Key Performance Indicators



Mark Woodbury
NCTA Consultant Support

Jim Harlan
NCTA Consultant Support

Performance Standards

- Refer to Part III, Section 6 Performance Requirements
- Performance requirements designed with emphasis on measuring areas of importance to NCTA and its customers:
 - Consistency, accuracy, and quality of service
 - Overall responsiveness and timeliness of processing
 - Efficiency and cost-effectiveness
- KPI measurements will require fine tuning to fully define the 'start' and 'end' of a process upon BOS design completion

Performance Standards

- Points are assessed for missed KPIs; some are daily, some are monthly
- A limited number also have Liquidated Damages
- Point system allows some KPIs to be missed without negatively impacting Contractor

Total Points	Invoice Adjustment
0-15 points assessed	0%
16-25 point assessed	1% Invoice deduction
26-35 points assessed	3% Invoice deduction
36-50 points assessed	5% Invoice deduction
51-75 points assessed	10% Invoice deduction
>75 points assessed	20% Invoice deduction

Table 6-2: NCTA Operations Contractor KPI Invoice Adjustment Table

Performance Standards

- Requires Contractor to develop KPI reporting process in conjunction with NCTA
- KPI measurement calculations are predominantly provided by the underlying system reports (mail house, BOS, phone system, etc.) and some are self-reported
- All KPIs reported by the Contractor are subject to NCTA Compliance Reviews

Performance Standards

- KPI categories
 - Contact Center
 - Production
 - Customer Service Center
 - Quality Assurance
 - Management

Performance Standards

No.	KPI Name	Definition	KPI	Penalty to Invoice	Reporting
CUSTOMER SERVICE CENTER					
CS1	Customer Service Center Walk-In Response Time (at window)	Amount of time to respond to Walk-In customers at Customer Service Centers (Service request defined as pending action impacting customer account on BOS)	A) 98% within 10 minutes	<u>Daily:</u> A \$100.00 penalty will be assessed for each day for each CSC Walk-in site where performance is below 98%. <u>Monthly Percentage:</u> Less than 98% but no less than 97% = 1-point assessment Less than 97% but no less than 95% = 3-point assessment Less than 95% but no less than 93% = 5-point assessment Less than 93% but no less than 91% = 10-point assessment Less than 91% = 15-point assessment	Self-reported; measured monthly. Each CSC Walk-in storefront is measured independently. \$100 penalty measured daily, Percentage measured monthly; Maximum measured monthly; Points assessed monthly
			B) 100% within 30 minutes	<u>Daily Maximum:</u> Greater than 30 minutes = 5-point assessment	
QUALITY ASSURANCE					
Q1	Customer Satisfaction	Customer survey rating that measures the CSRs ability to resolve/respond to the customer inquiry. All customer types and channels must be surveyed.	4.6 / 5.0	<u>Monthly Rating:</u> Less than 4.6 but no less than 4.5 = 5-point assessment Less than 4.5 but no less than 4.4 = 10-point assessment Less than 4.4 but no less than 4.3 = 15-point assessment Less than 4.3 but no less than 4.2 = 20-point assessment Less than 4.2 = 40-point assessment	Proponisi Survey; Phone Survey, Score measured monthly; Points assessed monthly

Back Office System



Kristen Pearce
Back Office System Manager

Kevin Palmer
NCTA Consultant Support

Key BOS Project Milestones

Milestone	Date
System Design and Integration	December 2018 – July 2019
CSC Equipment Installation	June 2019 – October 2019
Formal Testing / Final Integration	August 2019 – November 2019
Training	September 2019 – November 2019
System Go Live	Late Nov / Early Dec 2019

BOS Functionality

- **High Level System Design**
 - Modular Approach to Solution Provision
 - Limited On Premise Infrastructure
 - Private Cloud with Emphasis on Resiliency and Scalability
 - Flexible Software Architecture – Built to Change
 - Extensive Reporting and Data Analytics
- **Customer Service Focus**
 - Full Featured Mobile App
 - Enhanced Self Service Capabilities
 - Seamless Account Conversion
- **Operational Efficiency**
 - Focus on User Interface and Streamlined Work Flow
 - State of the Art Scalable & Resilient Telephony Solution

Questions & Closing Remarks

Andy Lelewski, P.E.
NCTA Director of Toll Operations

919-707-2714

| Andy.Lelewski@ncdot.gov