

NC QUICK PASS® AND NC FERRY CUSTOMER SERVICE OPERATIONS REQUEST FOR PROPOSALS

Addendum No. 2

Issued April 9, 2019

This is an addendum to the NC Quick Pass® and NC Ferry Customer Service Operations Request for Proposals (RFP) offered by the North Carolina Turnpike Authority. The Table of Contents and page numbering have been updated for ease of reference. Note that all changes to requirements are reflected as redlines.

Prospective Respondents: You are hereby notified of the following information in regard to the referenced RFP:

- Section A - Official log of Proposers' questions and NCTA's responses
- Section B - Official revisions to the NC Quick Pass and NC Ferry Customer Service Operations RFP

All other terms, conditions and requirements of the original RFP dated March 4, 2019 remain unchanged unless modified by this addendum, or previous addenda to this RFP.

Section A - Official log of Proposers' Questions and NCTA's Responses

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1.	N/A	N/A	N/A	Can you please provide the current IVR Tree Structure? Knowing it will help us better understand the current degree of efficiency.	The current IVR tree is not relevant. The current IVR and associated telephony infrastructure will be replaced prior to the Contractor commencing work.
2.	N/A	N/A	N/A	Is there a current OCR/data extraction tool used to manage the back office functions (i.e. invoice data entry, mailroom operations, faxed and hard copy letters received, etc.)? If so, kindly provide what % of fields from these documents are captured by this tool? The answer will help us understand the current level of efficiency.	No.
3.	N/A	N/A	N/A	Can you provide sample financial reports currently in use for review?	No additional information will be provided as part of this procurement.
4.	20 (14 of 29)	I	Procurement Schedule	Will there be an formal written Q&A period between the Qualification Stage and the Operational Concepts Phase if selected to move on in the RFP process?	NCTA is taking this under consideration. Any changes to the procurement process will be addressed in a future addendum.

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5.	1.5 – NC Quick Pass Back Office System Technology 2nd bullet under 2nd paragraph –		Customer service and customer interaction (website, Interactive Voice Recognition (IVR), email, text message, etc.)	Question – What exactly does “etc.” encompass? Will the telephony platform be RingCentral?	The telephony solution is RingCentral. Customer interactions include mail, phone, walk-in, text, chat, service requests through the website and email.
6.	38	Part II	Defined Terms	Will the BOS also include the telephony platform?	Yes.
7.	60	2.5.6	Quality Management Plan	Can NCTA confirm quality management is included as part of the RingCentral platform?	The RingCentral product implemented by the BOS contractor will have call recording, dashboards, reports, customer surveys, and real-time display of agent performance, productivity, and skills.
8.	72	2.6		Can NCTA confirm “the” telephony/IVR system will be RingCentral?	Confirmed.
9.	84	4.2		What are the NCTA standards for computers/PCs? Does it differ by type of work being performed? If so, please describe.	Desktop computers within the NC Quick Pass Operations Center and CSCs are provided by the BOS contractor. Any Contractor provided computers are outside the purview of any NCTA standards and are

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					never connected to the BOS / NCTA network in any fashion.
10.	84	4.2		It appears but can NCTA confirm that RingCentral will be used for both the telephony platform as well as the IVR functionality? Does the NCTA RingCentral provide the necessary call recording tools?	The RingCentral product implemented by the BOS contractor will include IVR functionality. Call recording will be provided with the RingCentral platform.
11.	67	2.5.11	Standard Operating Procedures	Does the BOS contractor own, procure, install, management administer; 100% of all interconnectivity requirements and services for all facilities defined in the RFP (i.e. WAN, LAN, Circuits, PCs, phone system, physical and logical security systems, etc)?	No, BOS network and phone system connections are provided by the BOS contractor.
12.	77	3.1.4	Office Space	Does the temporary Contractor's Project Office connect to the BOS system? If yes, what technology is used for the interconnectivity?	NCTA envisions providing a secure network and required hardware at the Contractor's project office or designated training space, to establish a training environment.
13.	84	4.2		Can the NCTA provide more detail to the intent of statement found in 215. (i.e. NCTA requires two PCs on Contractor Staff's desk; (1) NCTA business, (2) Contractor business)?	Any additional computers utilized by the Contractor in support of their administrative / internal Contractor business shall never be connected to the BOS network. These second computers are limited in scope and

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				<p>Follow-up Questions:</p> <p>If two PCs are the intent, will contractor have access to BOS local area network switches with logical separation or will Contractor need to install a physically separate network?</p> <p>Can a Contractor's VDI system run on BOS Computer, as long as there is logical separation?</p>	<p>expected to be restricted to managers who perform internal administrative tasks. A separate wireless network with dedicated, independent connectivity to the internet is envisioned.</p> <p>Part III, requirement 164 has been modified. See Addendum 2.</p>
14.	84	4.2	217	<p>Why are Contractor PC's considered within PCI or PII scope?</p> <p>Follow-up Questions:</p> <p>Does NCTA assume payment processing will take place on Contractor PCs?</p> <p>Does NCTA assume Contractor will handle and store Customer PII data?</p>	<p>Any Contractor computers will never process payments or handle / store any PII data. The limited number of Contractor computers will be used solely for internal Contractor administrative work. Part III, Requirement 217 has been modified and Section 4.3.8.3 has been modified. See Addendum 2.</p>
15.	85	4.3.1	222	<p>Can the Contractor timekeeping system be a logical VLAN on the BOS Contractor's infrastructure?</p>	<p>No.</p>

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16.	87	4.3.1	245 & 251	Please confirm that the BOS Contractor is responsible to provide an infrastructure that offers; inbound/outbound calls, IVR, email system, queuing and skillset for Call Center agent, live chat system, queuing and skillset for call center agent, fax system, queuing and skillset for call center agent and text (SMS) communications system, queuing and skillset for call center agent as well as reporting on each communication media.	Confirmed.
17.	87	4.3.1	248	Please confirm that CRM systems are provided by BOS Contractor and no CRM system is provided by the Contractor.	Confirmed.
18.	109	4.4.10	471	Item #471. appears to be in contradiction to; (page 38, 1.; page 62, 2.5.7; page 72, 2.6; page 73, 125.; page 84,4.2), please define what is meant by "... providing network communications necessary to support facility access and security systems for all NC Quick Pass facilities..."	There are existing communication networks in place for all facilities regarding access and security. The Contractor's responsibility is to maintain these networks. These costs are paid by the Contractor and invoiced as a pass-through cost to NCTA. Any BOS related network is maintained by the BOS contractor. Any Contractor specific network shall be provided and maintained by the Contractor at no cost to NCTA.

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					Part III, requirement 471 has been modified. See Addendum 2.
19.	59	2.5.5	Transition Plan	If the intent is for contractor to take over NCTA's facilities, would the existing infrastructure assets required exist on the contractor's company directory and infrastructure or would they need to be isolated; i.e. domain accounts, email system, etc.?	For customer communications the Contractor shall utilize a provided email if the SOP dictates such communication. For all other email correspondence the Contractor shall utilize Contractor provided email systems.
20.	59	2.5.5	Transition Plan	Is NCTA an existing Microsoft shop?	NCTA typically uses Microsoft Office products see requirement 26.
21.	59	2.5.5	Transition Plan	If the transition involves a takeover of existing assets, how are licenses handled?	Licenses will be assigned to NCTA, the successor or their designee as directed by NCTA.
22.	18 of 29	Part I, 6	Forms and Submittals	Please confirm that applicable forms D5-D10 identified in Section 6 are to be submitted with the Qualification package as the instructions at the top of each of the forms suggest that we submit prior to bidding. If due prior to submission of the Qualification package, please confirm the date the forms should be received and the	D5-D10 are standard forms used by the State of North Carolina. Proposers shall provide all Qualification Package forms required to be submitted as part of the RFP, with the Qualification Package, unless otherwise specifically directed.

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				address to where they should be delivered.	
23.	4 of 29	Part I, 1.3.5	Activity Levels	Current incoming call center volume is approximately 18% of total active accounts. Can you quantify/add clarification to "These volumes are expected to increase significantly with traffic ramping up on the Monroe Expressway, and the opening of the I-77 Express Lanes?" Increase by how much?	Appendix C has been modified to include the active NC Quick Pass Transponder Accounts by month. The data includes the time period around the Monroe Expressway opening in November 2018. See Addendum 2.
24.	4 of 75	Part III, 2.3	Staffing Levels	What are the current staffing levels for each CSC center, production center and call center to handle all customer interactions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
25.	4 of 29	Part I, 1.3.5	NC Quick Pass CSC Operations Center Activity Levels	Will NCTA please provide a recent listing, by position with headcount, for the staff managing the Morrisville CSC, the Monroe Walk-in center and the Charlotte Walk-in center?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.

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26.	5 of 29	Part I, 1.4.1	Ferry Customer Service	Will NCTA please provide a recent listing, by position with headcount, for the staff managing the Ferry Reservation System?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
27.	6 of 29	Part I, 1.5	NC Quick Pass Back Office System Technology	<p>This section states the following: “The BOS maintains all NC Quick Pass Transponder and BBM accounts. Numerous interfaces required for interoperability, license plate lookup, document mailing, banking, credit card processing, collections, etc. are in place supporting on-going business processes.”</p> <p>Will NCTA please confirm that all of the interfaces listed above will continue to be provided by either Transcore (BOS) or NCTA?</p>	Confirmed.
28.	7 of 29	Part I, 1.10	Non-Solicitation Provision	This section states, “From the date that this RFP is issued until the award of a NC Quick Pass and NC Ferry Customer Service Operations Contract is announced, Proposers shall only contact the contact person with respect to any facet of this procurement. Proposers shall not be permitted to contact any NCTA or NCDOT employee,	This information will not be made available.

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				<p>agent or Selection Committee member with respect to this procurement. Violation of this provision may be grounds for rejection of the Proposer Materials.”</p> <p>To assure that contact is not done inadvertently by Proposers, will the NCTA please provide a list of the Selection Committee members and others who are not to be contacted with respect to this procurement?</p>	
29.	9 of 29	Part I, 1.23	Contractual Obligations	<p>This section states, “Further, all exceptions shall be taken in accordance with the instructions set forth in in Part I, Administrative, Section 5.1.2.1 Content of Qualification Package (H. Qualification Package Section 6).”</p> <p>Can the NCTA please clarify how exceptions are to be taken? There do not appear to be any instructions in the referenced RFP Section (5.1.2.1).</p>	Part I, Section 5.1.2.1.H has been modified. Exhibit D-11 has been added. See Addendum 2.
30.	10 of 29	Part I, 1.26.1	Disadvantaged, Minority, Women Business Enterprises (Race and Gender Neutral)	<p>This section states, “This Contract, for goods and services specific to establishing and operating a toll collection system, is not a construction contract and does not contain utilization goals. However, the Contractor is</p>	Additional points are not awarded to a Contractor that proposes to use either an MBE, DBE or WBE enterprise.

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				<p>encouraged to give every opportunity to allow DBE/MBE/WBE subconsultant participation on all contracts and supplemental Agreements.”</p> <p>Will the NCTA award additional evaluation points to a Contractor that proposes to use either an MBE, DBE or WBE enterprise?</p>	
31.	14 of 29	Part I, 3.2	Implementation Schedule	<p>Notice to Proceed = August 6, 2019</p> <p>Operations Implementation Phase Start Date = September 1, 2019</p> <p>BOS Give = December 1, 2019</p> <p>Will NCTA please confirm that the BOS system will be available for use on September 1, 2019 so that the Contractor may utilize the full 90-days of the Implementation Period to train staff?</p>	This is not confirmed. Contractor training will be scheduled and coordinated by NCTA in advance of the BOS Go-live date.
32.	23 of 29	Part I, 6.2.1	Price Proposal Content and Format	<p>Price Proposals shall be submitted using the Form, provided to Short-listed Proposers at the time of short-list announcement, on the due date, as detailed in Table 3-1.</p> <p>Will NCTA please provide the Price Form and Instructions now so that</p>	Pricing instructions and price proposal will not be released until after proposers are qualified. A summary of the pricing concepts has been added to Part I, Section 1.2. See Addendum 2.

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				Contractors can ascertain the type of pricing that will be used (i.e. unit priced, fixed price or Time & Materials)?	
33.	Page 1 of 8	Part II,	Defined Terms	<p>A customer Account in the NCTA CSC Back Office System (BOS).</p> <p>Please clarify if an Account is just a QuickPass account or also includes a Bill-By-Mail (BBM).</p>	Account includes both NC Quick Pass transponder and Bill by Mail accounts.
34.	Page 4 of 75	Part III, 2.2.2	Key Personnel	<p>The Contractor shall not invoice NCTA for any Key Personnel position vacant in excess of fourteen (14) Calendar Days.</p> <p>Will NCTA please confirm that this is fourteen (14) "consecutive" Calendar days?</p>	Part III, requirement 17 has been modified. See Addendum 2.
35.	Page 4 of 75	Part III, 2.3	Staffing Requirements	<p>All in-person customer facing staff shall wear NCTA-Approved uniforms.</p> <p>Will NCTA clarify how Contractors will be compensated for purchasing uniforms for in-person customer facing staff?</p>	Paid by the Contractor and invoiced as a pass-through cost to NCTA.

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36.	Page 5 of 75	Part III, 2.4	NC Quick Pass Facility Management Requirements	<p>NC Quick Pass Operations Center and Morrisville CSC</p> <p>Monroe CSC</p> <p>Charlotte CSC</p> <p>It is unclear who is responsible for leasing, paying the rent and maintaining the Charlotte CSC. Will NCTA please clarify who is responsible for leasing, paying the rent and maintaining the Charlotte CSC?</p>	<p>There is no lease for the Charlotte CSC. Terms of the Charlotte CSC are part of the I-77 Concession Agreement. Appendix G will not be released until after proposers are qualified.</p>
37.	Page 25 of 75	Part III, 2.8	Pass-Through Costs	<p>This section states, "The Contactor is responsible for managing the entire NC Quick Pass and NC Ferry Customer Services and as such is responsible to acquire all necessary materials and Services to ensure uninterrupted operations. The Contractor is responsible for purchasing these Services and materials and will seek reimbursement from NCTA as a pass-through cost with no mark-up."</p> <p>NCTA is requesting that the Contractor negotiate, manage and pay multiple subcontractors and vendors (ex. rent, janitorial company, armored car, utilities, etc.) with no overhead or profit margin. It should be noted that Contractors proposing for this</p>	<p>The Contactor is responsible for managing the entire NC Quick Pass and NC Ferry Customer Services and as such is responsible to acquire all necessary materials and Services to ensure uninterrupted operations. Markup of these invoices is not allowed.</p>

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				<p>contract are in the business to make a profit. Will NCTA please consider permitting Contractors to add a fixed overhead and profit margin to Pass-through costs?</p>	
38.	35 of 75	Part III, 4.2	Operations Contractor Provision of Hardware and Software	<p>This section states, "While the BOS contractor is responsible for providing all workstations for the BOS, the Contractor shall provide the following for their staff in order to support Contractor-related work external to NCTA's NC</p> <p>Quick Pass and NC Ferry Customer Service Operations Program and management of NC Quick Pass facilities. The cost of this equipment and software shall not be processed by the Contractor as pass-through expenses and as such will not be reimbursed by NCTA."</p> <p>"218. Any work force management software is the responsibility of the Contractor to provide and should be compatible with the RingCentral telephony system."</p> <p>Will NCTA allow Contractors to add a fixed overhead and profit margin to the costs for the work force</p>	<p>It is incumbent upon the Contractor to determine how to incorporate any work force management software costs into their pricing.</p> <p>A fixed overhead and profit margin shall not be added to the costs for the work force management software.</p>

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				management software since NCTA is dictating the compatibility?	
39.	Page 37 of 75	Part III, 4.3.1	General Operational Requirements	<p>233 The Contractor shall coordinate with third-party Contractors (e.g. armored car, pest control, maintenance personnel, security Services, etc.), as necessary, to provide the Services of the Contract and to resolve issues.</p> <p>Will NCTA please clarify what is meant by “coordinate” in this requirement? Will NCTA please confirm that if a Contractor pays for these services that the Contractor will be permitted to add a normal overhead and profit to the costs?</p>	The Contractor shall manage all contracts, subcontractors and services required to maintain NC Quick Pass facilities. Markup of these invoices is not allowed.
40.	Page 39 of 75	Part III, 4.3.2.2	Account Management	<p>252 The Contractor shall update customer Account information in accordance with the SOPs based on notification from various authorized parties, such as:</p> <ul style="list-style-type: none"> • Customers; • DMV and other Registered Vehicle Owner lookup Services; • Merchant or credit card update service providers; 	This requirement does not require the Contractor to perform skip tracing services, it requires the Contractor to update the addresses per the SOPs.

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				<ul style="list-style-type: none"> • United States Post Office; • Skip tracing providers; and • Collections providers <p>Will NCTA please clarify how Contractors are to be paid for the costs of Skip Tracing services?</p>	
41.	Page 41 of 75	Part III, 4.3.2.11	Case Management	<p>277. As part of the operational support for I-77 Express Lane transactions, the Contractor shall utilize the I-77 Mobility Partners JIRA Ticketing System to report customer issues and adjustment requests to I-77 Level 2 CSRs for resolution. The Operator will perform these functions only for I-77 Express Lane transactions that require Level 2 service.</p> <p>Will NCTA please clarify who the "Operator" is?</p>	Part I, requirement 277 has been modified. See Addendum 2.
42.	Page 42 of 75	Part III, 4.3.2.12	Transponder Fulfillment Management	<p>292. The Contractor shall enter the application information into the BOS, collect payment, and distribute a Welcome Kit and Transponder(s) to the customer when fulfilling a Transponder order in-person for a new NC Quick Pass Transponder Account.</p>	Welcome kits and mailing materials are paid by the Contractor and invoiced as a pass-through cost to NCTA. Transponders are purchased by NCTA directly.

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				Will NCTA please confirm that they will provide and directly pay for the costs of all transponders, Welcome Kits and mailing materials necessary for transponder fulfillment?	
43.	Page 42 of 75	Part III, 4.3.2.12	Transponder Fulfillment Management	<p>295. The Contractor shall manage and reconcile postage associated with mailing Transponders.</p> <p>Will NCTA please clarify what is meant by reconcile and also confirm that NCTA will directly pay for any postage costs incurred in the distribution of transponders?</p>	Reconciliation of items mailed versus postage used. Postage is paid by the Contractor and invoiced as a pass-through cost to NCTA.
44.	Page 44 of 75	Part III, 4.3.2.13	Transponder Inventory Management	<p>307. The Contractor shall test any Transponder a customer reports and returns as defective and shall replace defective Transponders in accordance with NC Quick Pass Business Policies and set aside the defective Transponder for disposal or return to manufacturer if still in warranty period.</p> <p>Will NCTA please clarify how Contractors are to be paid for the cost of Transponder disposals?</p>	Paid by the Contractor and invoiced as a pass-through cost to NCTA.

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45.	Page 44 of 75	Part III, 4.3.2.13	Transponder Inventory Management	<p>309. The Contractor shall package and ship the Transponder inventory identified for return to the manufacturer.</p> <p>Will NCTA please clarify how Contractors are to be paid the costs of packaging and shipping transponders to the manufacturer for replacement?</p>	<p>Paid by the Contractor and invoiced as a pass-through cost to NCTA.</p>
46.	Page 46 of 75	Part III, 4.3.4	Customer Correspondence	<p>The Contractor is responsible for managing all customer contact and Correspondence, from all sources, whether generated by the Customer, the Contractor, the Mail House, the BOS, or NCTA.</p> <p>Can NCTA please clarify why there is a distinction between Contractor and Mailhouse? Who is to contract and provide the Mailhouse services, NCTA or the Contractor?</p>	<p>Part III, Section 4.3.4.I has been modified. See Addendum 2.</p> <p>The BOS contractor contracts with the mail house services.</p>
47.	Page 46 of 75	Part III, 4.3.4.1	General Requirements	<p>330 The Contractor shall provide mail and email processing for incoming and outgoing Correspondence.</p> <p>Will NCTA please confirm that if the Contractor is to provide for</p>	<p>The mail house services are not the responsibility of the Contractor. Part III, 4.3.4.I has been modified. See Addendum 2.</p>

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				mailhouse and email services that they will be permitted a normal overhead and profit margin on the costs incurred and that they will not be a pass-through?	
48.	Page 36 of 75	Part III, 4.3.1	General Operational Requirements	<p>226 The Contractor shall provide NC Ferry reservation call center Services 6 a.m. and 6 p.m. Eastern Time, seven (7) days a week.</p> <p>Will NCTA please confirm that they will permit Work From Home (WFH) staff to provide services? Will BOS provider/NCTA support infrastructure for WFH staff?</p>	Part III Section 4.3.1 has been modified. See Addendum 2.
49.	Page 46 of 75	Part III, 4.3.4.1	General Requirements	<p>330 The Contractor shall provide mail and email processing for incoming and outgoing Correspondence.</p> <p>Will NCTA please provide samples of each of the outbound mail pieces and identify any color printing required (paper and/or envelopes)?</p>	The mail house services are not the responsibility of the Contractor. Part III, 4.3.4.1 has been revised. See Addendum 2.
50.	Page 24 of 75	Part III, 2.7.1	General Training Program Requirements	The Contractor shall be required to conduct all training sessions in the Raleigh, North Carolina area, or as Approved by NCTA.	Employee training should be addressed in the Proposer's Approach to Operations Implementation, the Staffing and

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				In the event that the Contractor hires employees from the incumbent operations contractor, how will employees be made available for training on the new BOS and how will they be compensated?	Training Plan, and in the Transition Plan.
51.	Page 30 of 75	Part III, 3.2.3	Reports Development	<p>The Contractor shall be responsible for maintaining and storing all report data submitted to NCTA, making it available for reporting, throughout the term of the Contract.</p> <p>Please provide the listing of reports that you are referring too?</p>	Part III, Requirement 176 has been modified. See Addendum 2.
52.	38 of 75	Part III, 4.3.1	General Operational Requirements	<p>The Contractor shall provide customer service via the following customer channels:</p> <ul style="list-style-type: none"> Phone; In-person; Email; Live chat; Fax; Written correspondence; and Text (e.g. Short Message Service (SMS)). <p>Please provide what is required for text messaging support.</p>	Part III, requirement 338 has been modified. See Addendum 2.

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53.	38 of 75	Part III, 4.3.2.2	Account Management	<p>The Contractor shall update customer Account information in accordance with the SOPs based on notification from various authorized parties, such as:</p> <p>Customers;</p> <p>DMV and other Registered Vehicle Owner lookup Services;</p> <p>Merchant or credit card update service providers;</p> <p>United States Post Office;</p> <p>Skip tracing providers; and</p> <p>Collections providers.</p> <p>Please confirm that these processes are automated functions.</p>	<p>Some functionality will be automated but in some cases manual account updates are required dependent upon how the updated account information is received.</p>
54.	52 of 75	Part III, 4.3.8.2	Audit Support Requirements	<p>The Contractor shall be responsible for all costs related to the annual assessment audits including the implementation of any and all corrective actions requested by NCTA.</p> <p>Please confirm how costs will be allocated between the Contractor and BOS provider to support the SOC I</p>	<p>The Contractor and the BOS contractor are each required to perform and pay for their own SOC I audit.</p>

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				audit and the responsibilities for each party.	
55.	61 of 75	Part III, 4.5.1	Special Event Support	<p>The Contractor shall support special event programs as initiated by NCTA in support of NC Quick Pass Transponder distribution, new road openings, or other public relations/marketing events to market Transponders and the NC Quick Pass Program in accordance with NC Quick Pass Business Policies.</p> <p>Please provide an estimated number of monthly events and the required staff needed to support these events.</p>	Attendance at special events vary month to month. Staffing for these events typically include one (1) to two (2) supervisors and up to six (6) supporting CSRs.
56.	61 of 75	Part III, 5.1	Image Review Quality Audits	<p>NCTA may elect to assign image review quality auditing to the Contractor. If the Work is assigned the Contractor will be responsible for utilizing the BOS to select and review video images for comparison to plate data entered in the BOS.</p> <p>Please provide the approximate monthly volumes so that we can project staffing needs.</p>	This is optional work and not required at this time.

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57.	65 of 75	Part III, 5.4	Traffic Management	<p>The Contractor may be required to assume traffic management responsibilities for any NC Quick Pass facility as directed by NCTA.</p> <p>Please provide detailed scope and support requirements so that we can project staffing needs.</p>	This is optional work and not required at this time.
58.	65 of 75	Part III, 5.5	Cash Collection for Facilities	<p>Should NCTA decide to implement a toll facility that has a cash collection component, the Contractor shall be responsible for hiring and staffing the facility, performing revenue collection, accounting, deposit, and reporting tasks.</p> <p>Please provide detailed scope and support requirements so that we can project staffing needs.</p>	This is optional work and not required at this time.
59.	66 of 75	Part III, 5.6	Support Growth of Ferry Operations	<p>The Contractor may be requested to support the growth of Ferry Operations by meeting the following Requirements.</p> <p>Please provide the anticipated growth so that so that we can project staffing needs.</p>	This is optional work and not required at this time.

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60.	68 of 75	Part III, 6.1.1	NCTA Operations Contractor KPI Table	There are several KPI's that reference performance within a defined number of "business" days. Could you please provide the trigger event for calculating the results? For instance if correspondence is received on a Monday morning would processing need to be completed by Wednesday?	Regarding KPIs, Business Day has been changed to Production Day and a new definition of Production Day has been added to Part II, See Addendum 2. The Production Day a document is received is considered day "0". For example, Service Requests received on Monday, 98% must be completed by end of day Tuesday (Production Day 1) and 100% must be completed by end of day Wednesday (Production Day 2).
61.	73 of 75	Part III, 6.1.1	NCTA Operations Contractor KPI Table	Amount of time to respond to Walk-In customers at Customer Service Centers - A) 98% within 10 minutes, B) 100% within 30 minutes Please provide the number of customer windows at each of the walk-in center locations and the daily customer traffic at each.	Morrisville- four (4) customer windows. Currently ~sixty (60) customers/day Monroe- four (4) customer windows. Currently ~eighty (80) customer/day Charlotte- five (5) customer windows. Currently ~ ten (10).
62.	13 of 75	Part III, 2.5.7	Business Operations Continuity / Disaster Recovery Plan	Working collaboratively with NCTA and the BOS contractor with the acquisition and outfit of alternative facility site(s) for call center and operations processing; Please provide who will be responsible for securing the alternate	In the event of a disaster that requires the relocation of a CSC or the NC Quick Pass Operation Center, the Contractor is required to work with NCTA to find and acquire a suitable site. Costs incurred by the Contractor during these efforts will be paid by the Contractor either invoiced as a pass-through cost to NCTA or as a

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				site and who will be responsible for the costs incurred.	change order, depending on the work required.
63.	68	Part III, 6.1.1	NCTA Operations Contractor KPI Table, CC2, Speed to Answer, CC3, Wait Time	There is a conflict between Table CC2 and CC3. Please clarify which one we should use to bid with.	Part III, Section 6.1.1 has been modified. See Addendum 2.
64.	68	Part III, 6.1.1	NCTA Operations Contractor KPI Table, CC2, Speed to Answer	Please confirm the KPIs are for a monthly average of the month. For instance, if 3 calls wait 90 seconds and 57 wait 45 seconds, the KPI will still be met as the average wait time is 45.75 seconds.	Part III, Section 6.1.1 has been modified. See Addendum 2.
65.	68	Part III, 6.1.1	NCTA Operations Contractor KPI Table, CC3, Wait Time	Please confirm the KPIs are for a monthly average of the entire month. For instance, if 3 calls wait 240 seconds and 57 wait 120 seconds, the KPI will still be met as the average wait time is 126 seconds.	Part III, Section 6.1.1 has been modified. See Addendum 2.
66.	72	Part III, 6.1.1	NCTA Operations Contractor KPI Table, P5, Lockbox Exception Processing Time	Please confirm this is only if the account can be located. If no information is available, please confirm the exceptions can be posted to a master account.	No. Either the account is found or if not found the check shall be returned to the customer within the prescribed KPI requirement.

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67.	73	Part III, 6.1.1	NCTA Operations Contractor KPI Table, CSI, Customer Service Center Walk-In Response Time (at-window)	Can you confirm that this is a monthly average and this requirement for amount of time a customer must wait to get to an agent, or the amount of time it takes an agent to help a customer? If it is the latter, is their relief given if the customer has an extremely complex issue requiring additional assistance longer than 10 minutes?	Part III, Section 6.1.1 has been modified. See Addendum 2.
68.	3	Part III, 2.2.2	Key Personnel, Customer Service Manager	Please confirm that >3,000 calls is CSR and IVR calls, not only CSR calls.	Part III, requirement 16 has been modified. See Addendum 2.
69.	6	Part III, 2.5.1	General Documentation Requirements, Req 34	34. The content of all documentation shall become the property of NCTA, who shall have the right to reproduce any portion of the documentation in part or in whole. Please confirm that the contractor will retain ownership of any proprietary information.	The Contractor retains ownership in or rights to its preexisting intellectual property and proprietary rights.
70.	General	General	"Including by not limited to"	In several sections throughout the RFP, the statement of "including but not limited to" is used. This opens the Contractor up to a significant amount of scope and also will require the Agency and Contractor a significant amount of time to define what	The examples provided in sections that state "including but not limited to" are intended to provide the Contractor a list of the material requirements for that requirement. The Contractor is expected to be an expert in the customer service field

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				“including by not limited to” entails after award. Please consider defining the scope and removing this phrase.	and as such may be aware of other items that may be included in certain categories. Any material deviations from this Scope of Work or additional tasks will be negotiated between the Contractor and NCTA.
71.	23	Part III, 2.6	Telephony/IVR System Requirements, Req. 120	Please confirm that the Contractor will have some type of portal access to make the changes requested.	Confirmed.
72.	24	Part III, 2.7.1	General Training Program Requirements, Req. 128	Please confirm that NCTA or their representatives will provide prior requests in the event of making recordings so that any necessary waivers may be secured by the contractor.	Contractor will be given adequate notice to ensure necessary waivers can be secured by the Contractor.
73.	25	Part III, 2.7.2	Training Materials, Req. 137	Please confirm the contractor only needs to submit training materials, etc. in the case of “new” training materials and not in the case of existing training. For instance, if a policy changes, but not in the case of a new hire class where materials have already been developed.	Part III, requirement 137 has been modified. See Addendum 2.
74.	25	Part III, 2.8	Pass-through costs, Req. 40	Please clarify what “all materials, supplies, services, utilities, and maintenance” refers to. The scope is not clearly defined. For instance, will envelopes need to be procured for the mailhouse? Will the contractor need to provide water to the facility?	Part III, requirement 140 has been modified. See Addendum 2. Generally, any and all expenses for items required to operate a fully-staffed operations and customer service center and leased facilities, in compliance with this Scope of Work,

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				Will the contractor need to procure transponders? Is there a list of pass-through items required?	are considered pass-through costs. A list of potential pass-through categories/items is provided in Appendix I. However, the list shall not be considered all inclusive.
75.	27	Part III, 3.1.2	Weekly Project Coordination Meetings, Req. 155	<p>“The contractor shall be responsible for providing meeting facilities for the weekly meetings”</p> <p>Does the current facility footprint accommodate a meeting room to meet this requirement?</p>	No. The Contractor shall have an offsite facility available to conduct meetings.
76.	30	Part III, 3.3	Operational Readiness, Req. 180	Please confirm that if screen shots will be necessary for the SOPs, that the BOS provider will have these screens available 60 days prior to ensure the obligation of SOP approval can be secured by Go Live.	NCTA will facilitate coordination between the Contractor and the BOS contractor as required to finalize any SOPs. The specific timing of any such coordination will be determined once a Contractor is selected.
77.	35	Part III, 4.2	Operations Contractor Provision of Hardware and Software, Req. 216	Will the BOS provider be providing Microsoft Office for users, or is this a responsibility of the Contractor?	The BOS contractor will install Microsoft Office on all BOS maintained computers.
78.	36	Part III, 4.3.1	General Operational Requirements	Please confirm that the holidays are for both Ferry and NC Quick Pass Operations. Or is the Ferry open 365 days a year?	See Part I, Section 1.4.1.

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79.	38	Part III, 4.3.1	General Operational Requirements, Req. 245	Will Text be both inbound and outbound?	At this time both inbound and outbound text functionality is contemplated.
80.	39	Part III, 4.3.2.2	Account Management, Req. 255	Please confirm that chat logs will be automatically recorded by the BOS and the Contractor will not need to scan and upload every chat with a customer.	Confirmed.
81.	42	Part III, 4.3.2.12	Transponder Fulfillment Management, Req 288	Please confirm the Agency will provide efficient tools from the manufacturer and the BOS provider to perform testing on every transponder prior to fulfillment. Also, please clarify that prior to fulfillment means at any point prior and not the day of fulfillment.	A. Confirmed. B. Transponders can be tested at any time prior to placing them in a envelope for mailing.
82.	42	Part III, 4.3.2.12	Transponder Fulfillment Management, Req 293	Is this a tag swap program where transponders are proactively sent to customers and returned by customers? Please provide details of the program.	Part III, requirement 293 has been modified. See Addendum 2.
83.	45	Part III, 4.3.3.2	Collections Support	Please confirm the scope of the Contractor as it relates to Collections. The header of the section states, "the Contractor shall operate the collections program" – yet, elsewhere throughout the document, it is noted that the Contractor will coordinate with an outside collections agency. Is the	Part III, Section 4.3.3.2 introduction has been modified. See Addendum 2.

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				Contractor responsible for engaging and contracting with an outside collection agency?	
84.	47	Part III, 4.3.4.1	Customer Correspondence Management / General Requirements, Req 338	Please confirm that the BOS provided system will have the ability to associate texts and chats automatically and the contractor will not have to scan this information into the BOS.	There will be no need to scan anything from text or chat. The Contractor may be required to associate the text or chat to an account if applicable and the account has not already been identified systematically.
85.	47	Part III, 4.3.4.2	Returned Mail (Nixie) Processing, Req. 341	Please confirm the BOS provider will have automated Nixie handling capabilities. Additionally, is the Contractor required to engage a skip tracing vendor?	Automated capabilities will be implemented via the BOS contractor's mail house. Any skip tracing will be provided via the BOS contractor. Some portion of returned mail that either fails the automated processing or is sent directly to the CSC will be provided to the Contractor for manual processing.
86.	50	Part III, 4.3.7.3	Cash and Check Processing, Req. 373	If NCTA is using existing Check 21 software, does the existing scanner automatically scan the front and back of the checks? If not, please confirm that the software can support a scanner that can quickly feed checks and scan the front and back of a check.	Yes.

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87.	51	Part III, 4.3.7.4	Financial Reconciliation, Req. 384	Please confirm this is contingent upon report availability of the BOS.	Confirmed.
88.	60	Part III, 4.5	Marketing and Public Relations Support, Req. 477 & 478	Please confirm PCI/PII requirements will supersede these requirements.	PCI/PII standards shall be adhered to in these instances.
89.	60	Part III, 4.5	Marketing and Public Relations Support, Req. 482	Please confirm what manage means. Is the contractor responsible for engaging and contracting with a vendor for these services?	The Contractor is responsible for fulfilling the requirement.
90.	60	Part III, 4.5	Marketing and Public Relations Support, Req. 480	Please confirm the context of coordinate, will the Contractor be responsible for updating website content via access to the BOS or will the BOS-provider update the content.	Part III, requirement 480 has been modified. See Addendum 2.
91.	60	Part III, 4.5	Marketing and Public Relations Support, Req. 481	Please confirm the context of coordinate, will the Contractor be responsible for updating IVR content via access to the IVR or will the BOS-provider update the content.	Any changes to the IVR outside of emergency configuration changes (e.g. office closure due to storm) will be made by the BOS contractor.
92.	1 of 2	Appendix C	CSC Invoice Payments	Please confirm that these are check payments received at the CSC instead of the lockbox. Do you also have lockbox volumes and the number of lockbox exceptions?	We do not have this information. The current contractor can process lockbox exceptions with less than one-half (.5) FTE.

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93.	61	Part III, 4.5.1	Special Event Support, Req. 486	Please confirm the amount advanced notice the Contractor will be given when a special event is initiated to coordinate on Req 486.	NCTA does not have a set timeframe to notify the Contractor of events that require staffing or any coordination from the Contractor. NCTA will make every attempt to provide reasonable advance notice.
94.	62	Part III, 4.5.1	Special Event Support, Req. 495	Please confirm the Contractor's staff will be compensated for travel time to and from events if the events are not held in Wake County.	Confirmed.
95.	62	Part III, 4.6	Succession Support	How will the Contractor be compensated for succession support provided?	Part 1, Section 4.6 has been modified. See Addendum 2.
96.	64	Part III, 5.2	Retail Transponder Sales, Req. 508	Please confirm that the BOS will establish the retail program and make system adjustments needed to support the program. Please clearly define the Contractor's responsibility. Is the Contractor required to negotiated contracts with retail outlets?	This is optional work and not required at this time.
97.	64	Part III, 5.2	Retail Transponder Sales, Req. 508	This section is applicable to retail transponder sales, yet there is mention of Pay a Bill Mail invoice at a retail program. Does this mean the Contractor must contract with a third party to allow customers to pay a bill	This is optional work and not required at this time.

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				by mail at an offsite location other than the CSC or WIC?	
98.	64	Part III, 5.2	Retail Transponder Sales, Req. 509	What is the tracking number used for? Delivery of the packaging or is this going to be a tracking number associated to the transponder?	This is optional work and not required at this time.
99.	64	Part III, 5.2	Retail Transponder Sales, Req. 511	Please confirm on this requirement. The ability to report on the transponder identification number and sales by location/transponder type and quantity of transponders per sale and revenue by location is contingent upon reporting by the retailer.	This is optional work and not required at this time.
100.	64	Part III, 5.2	Retail Transponder Sales, Req. 513	Please confirm on this requirement, is this meant to be the retailer? What is meant by customer in this section? If it is a retail program, the customer will remit payments to the retailer.	This is optional work and not required at this time.
101.	15	Part I, 5.1.2	Response Instructions	The RFP requires Bidders to respond using 11-point font. May Bidders use a smaller, still readable font for each of the following: a) headers and footers b) requirement text	Part I, Sections 5.1.2 and 6.1.1 have been revised. See Addendum 2.

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				c) exhibits/figures/graphics d) tables	
102.	15	Part I, 5.1.2	Response Instructions	Several requested documents/samples do not comply with font restrictions and they are not available in a native MS Office format for font adjustments. Please confirm that it is permissible to submit those documents as is.	Part I, Sections 5.1.2 and 6.1.1 have been revised. See Addendum 2.
103.	15	Part I, 5.1.2	Response Instructions	We will be submitting some pre-existing documents (e.g., financial reports) that have existing page numbering and some pages may not be numbered. Because these are long and complex documents, may we leave them unaltered?	One original copy of the Financial Statements are to be submitted in a separate sealed envelope in their original format.
104.	16	Part I, 5.1.2.1	Content of Qualification Package	Given the length of our audited financial statements (more than 200 pages), can Bidders provide these documents in electronic format only? If electronic-only submission of financial statements is not allowed, how many printed copies should be provided?	One original copy of the Financial Statements are to be submitted in a separate sealed envelope in their original format.

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105.	17	Part I, 5.1.2.1		Please confirm that any and all key personnel resumes should be provided in Section 6 per instructions specified in 5.1.2.1., Table 5.2. Please confirm the offeror should provide its response to Section 2: Experience and Qualifications parts A as a narrative description.	Confirmed.
106.	Page 48 of 75	Part III, 4.3.6	NC Ferry Support	<p>The Contractor shall invoice NCTA for all Ferry Support Services separately from the operations and pass-through invoices.</p> <p>Will NCTA please define how the Contractor charges for Ferry Support Services will be done (i.e. fixed price, per call, etc.)?</p>	Pricing instructions and price proposal will not be released until after proposers are qualified. A summary of the pricing concepts has been added to Part I, Section 1.2. See Addendum 2.
107.	Page 49 of 75	Part III, 4.3.7.1	General Financial Requirements	<p>357. Process, resolve, reconcile and report unidentified payments that do not have sufficient information to record the transaction (i.e., lockbox payments).</p> <p>What is the expected monthly volume of exceptions forward by the Lockbox that will need to be processed, resolved, etc.?</p>	We do not have this information. The current contractor can process lockbox exceptions with less than one-half (.5) FTE.

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108.	Page 50 of 75	Part III, 4.3.7.3	Cash and Check Processing	<p>375. The Contractor may process checks received at the CSC to NCTA's designated bank electronically according to the Check 21 Act rules and Requirements utilizing a remote deposit process.</p> <p>Will NCTA please confirm that either the BOS provider or NCTA will provide check encoding equipment to be used both in the CSC and the Walk-in Centers?</p>	<p>If electronic deposit is to be used by the Contractor the cost of the equipment will be paid by the Contractor and invoiced as a pass-through cost to NCTA.</p>
109.	Page 51 of 75	Part III, 4.3.7.3	Cash and Check Processing	<p>379. The Contractor may contract with an armored car service to transfer fund deposits from the CSCs and the mail-processing center to NCTA's bank.</p> <p>Will NCTA please clarify how Contractors will be paid for the costs of armored car services to safeguard their monies?</p>	<p>If an armored car service is to be used by the Contractor the cost of the service will be paid by the Contractor and invoiced as a pass-through cost to NCTA.</p>
110.	Page 51 of 75	Part III, 4.3.7.4	Financial Reconciliation	<p>384. The Contractor shall perform and maintain transactional reconciliations between the BOS accounting activity reports and CSC receipt activity. Daily reconciliations due by twelve (12) noon of the following Business Day.</p>	<p>The definition for Business Day has been revised and a new definition has been added for a Production Day. Part II has been modified. See Addendum 2.</p>

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				It is noted in the Definitions that Saturday is considered a business day. The requirement above would require Financial staff to come in on Saturday to reconcile Friday activity. Would the NCTA please consider rewording this requirement to state that Friday reconciliation can be completed by Monday?	
111.	Page 52 of 75	Part III, 4.3.8.2	System and Organization Control (SOC) Audit	<p>394. The Contractor shall be responsible for all costs related to the annual assessment audits including the implementation of any and all corrective actions requested by NCTA.</p> <p>Will NCTA please clarify how Contractors will be reimbursed for the costs related to the annual CPA SOC audits?</p>	The Contractor is required to perform and pay for their own SOC I audit.
112.	Page 52 of 75	Part III, 4.3.8.3	PCI Audits	The NC Quick Pass and NC Ferry Operations Service Center is classified as a Level I merchant. As such, the Contractor shall retain a highly qualified and credentialed third party firm to annually certify that all processes and practices of the Contractor meet or exceed PCI standards. NCTA shall Approve the PCI compliance subcontractor and the cost of annual exams shall be borne by the Contractor and	Part III, Section 4.3.8.3 has been modified. See Addendum 2.

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				<p>shall not be considered a pass-through cost to NCTA.</p> <p>Will NCTA please clarify how the Contractor will be reimbursed for the costs associated with PCI audits if they are not to be considered pass-through costs?</p>	
113.	Page 54 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>The Contractor is responsible to operate and maintain all NC Quick Pass facilities in accordance with the following Requirements. It should be noted that the NC Quick Pass Operations Center is available to the Contractor 24/7 and if used as such may require additional maintenance Services. For informational purposes the current Lease Agreements have been included as Appendices E-G.</p> <p>The leases for Morrisville and Monroe appear to be in Appendices E and F, respectively. Appendix G appears to be available only to short-listed Contractors. Will NCTA please clarify?</p>	<p>There is no lease for the Charlotte CSC. Terms of the Charlotte CSC are part of the I-77 Concession Agreement. Appendix G will not be released until after proposers are qualified.</p>

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114.	Page 55 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>415. The Contractor shall make or oversee tenant improvements, as directed by NCTA.</p> <p>Will NCTA please clarify how the Contractor will be reimbursed for the costs associated with tenant improvements, either prior to Go-Live or sometime afterward?</p>	<p>NCTA does not foresee any tenant improvements required prior to Go-live. Any tenant improvements during On-going Operations will be treated as a combination of additional Work and a pass-through cost and/or negotiated as a Change Order, depending of the improvement required.</p>
115.	Page 55 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>416. The Contractor shall provide efficient and innovative solutions to accommodate growth or increase in volume that surpasses the current capacity of the Morrisville Operations Center.</p> <p>By requiring that the Contractor assume the leases and use existing facilities, NCTA is preventing a Contractor from finding a facility that could accommodate growth and future expansion. Would NCTA consider allowing the Contractor to select the facility for the Operations Center?</p>	<p>NCTA is not considering changing locations of the NC Quick Pass Operations Center.</p>
116.	Page 55 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>418. The Contractor shall ensure the maintenance of breakroom equipment include, but are not limited to refrigerators, microwaves, vending machines, tables, and chairs.</p>	<p>A. NCTA owns the breakroom equipment, with the exception of the vending machines, at all three NC Quick Pass facilities.</p> <p>B. The inventory will not be provided as part of this procurement.</p>

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				Who currently owns the equipment listed above at the three NC Quick Pass facilities? Can NCTA please provide a current inventory of the items listed above? How will the Contractor be compensated for repair and/or replacement of the items listed above?	C. Repair and replacement are pre-approved by NCTA and paid by the Contractor and invoiced as a pass-through cost to NCTA.
117.	Page 55 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>420. The Contractor shall allow all NCTA authorized staff, contractors or consultants full 24-hour unannounced access to all NC Quick Pass facilities and all areas within these facilities.</p> <p>Due to the potential for Contractor confidential and/or employee confidential data being viewed, will NCTA please modify this requirement to read “announced and escorted access”?</p>	No change to the requirement.
118.	Page 55 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>421. The Contractor shall make all NCTA-directed and Approved improvements to the NC Quick Pass facilities, if any, as a combination of Additional Work and a Pass-through Cost.</p> <p>Will NCTA please confirm that “Additional Work”, as it relates to improvements to the NC Quick Pass</p>	<p>The reference appears to be related to requirement 427.</p> <p>NCTA does not foresee any tenant improvements required prior to Go-live. Any tenant improvements during On-going Operations will be treated as a combination of additional Work and a pass-through cost and/or negotiated as a Change Order,</p>

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				facilities, will be allowed to include normal Contractor overhead and profit?	depending of the improvement required.
119.	Page 56 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>430. The Contractor shall maintain the facilities, furniture, and equipment in a state of good repair and professional appearance for the duration of the Contract.</p> <p>Who currently owns the equipment listed above at the three NC Quick Pass facilities? Can NCTA please provide a current inventory of the items listed above? How will the Contractor be compensated for repair and/or replacement of the items listed above?</p>	Equipment described in Section 4.4.1 is owned by NCTA. Replacement or repair costs will be paid by the Contractor and invoiced as a pass-through cost to NCTA. The inventory will not be provided as part of this procurement.
120.	Page 56 of 75	Part III, 4.4.1	General Facility Management Requirements	<p>433. The Contractor shall submit any changes to the facility layout or space purpose prior to making any changes for NCTA's review and Approval.</p> <p>Will NCTA please provide floor diagrams for each of the current NC Quick pass facilities?</p>	This information is considered business sensitive, and will be provided to Short-listed proposers.

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121.	Page 56 of 75	Part III, 4.4.2	Facility Equipment and System Management	<p>435. The Contractor shall operate, maintain, inspect, and repair all mechanical, electrical, plumbing, and utility systems installed at each NC Quick Pass facility, including, but not limited to:</p> <ul style="list-style-type: none"> • HVAC Systems; • Air Handling/distribution equipment and systems; • Water Supply and systems; • Sewage equipment and systems; • Fire Protection Systems; • Computer/server/communications rooms; • Uninterruptable power supplies; • Generators; • Storm Drainage Systems; • Utility Systems; • Lighting Systems; and • Emergency Systems. <p>In a typical building lease, the majority, if not all of the items above are maintained by the landlord/building owner; which NCTA is essentially selecting via the lease assumption</p>	<p>The lease agreements, provided as Appendices E-F, stipulate lessee/lessor responsibilities and defines the responsibility of the Contractor.</p>

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				requirement. Can the NCTA please clarify why they are requiring these items to be the responsibility of the Contractor?	
122.	Pages 57-58 of 75	Part III, 4.4.3, 4.4.4, 4.4.5, 4.4.6	- Pest Control Requirements - Trash or Waste Disposal/Removal Requirements - Heating, Ventilation, and Air Conditioning Maintenance -Electrical Maintenance	Responsibility and oversight for the items identified in these sections. In a typical building lease, the majority, if not all of these items are service and maintained by the landlord/building owner; which NCTA is essentially selecting via the lease assumption requirement. Can the NCTA please clarify why they are requiring these items to be the responsibility of the Contractor?	The lease agreements, provided as Appendices E-F, stipulate lessee/lessor responsibilities and defines the responsibility of the Contractor. These expenses are paid by the Contractor and invoiced as a pass-through cost to NCTA.
123.	Page 60 of 75	Part III, 4.4.10	Facility Network Communications Requirements	471. The Contractor shall be responsible for providing network communications necessary to support facility access and security systems for all NC Quick Pass facilities. The BOS contractor will be responsible for providing network communications to support the BOS. Will NCTA please confirm that the BOS Contractor will provide, at a	Confirmed.

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				<p>minimum, the following communications and be responsible for the associated costs:</p> <ol style="list-style-type: none"> 1) Data and/or telephone lines from BOS location to each of the NC Quick Pass facilities 2) Data and/or telephone lines to the lockbox provider 3) Data and/or telephone lines to the Mailhouse contractor 4) Data and/or telephone lines to the collection agency (s) 5) Data and/or telephone lines to credit card processor (s) 6) Inbound Toll Free Customer service lines to the NC Quick Pass CSC 7) Outbound customer telephone service 8) Inbound and outbound text messaging 9) Disaster recovery lines and service, as needed, for each of the items above 	
124.	60 of 75	Part III, 4.5	Marketing and Support	<p>474. The Contractor shall supply staff and other support to assist NCTA with marketing and outreach activities such as special events, company/employer on-sites, and other marketing opportunities, and, at NCTA's direction, participate in media events.</p> <p>How will the Contractor be compensated for providing the staff</p>	The Contractor will be compensated through the invoicing of hourly employees.

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				and other support for marketing and outreach?	
125.	60 of 75	Part III, 4.5	Marketing and Support	<p>478. The Contractor shall provide access to Contractor staff and NC Quick Pass CSC facilities for photography and video efforts at NCTA's request.</p> <p>Will NCTA please confirm that due to privacy issues, it will obtain written permission in advance of using any photograph or video of Contractor staff?</p>	No change to the requirement.
126.	60 of 75	Part III. 4.5	Marketing and Support	<p>482. The Contractor shall manage the printing and distribution of marketing materials and customer collateral developed by NCTA, including but not limited to Transponder packaging, Transponder mounting instructions, customer applications, and other NCTA toll program materials as directed by NCTA.</p> <p>How will the Contractor be compensated for any costs related to the actual printing and distribution of marketing materials?</p>	Paid by the Contractor and invoiced as a pass-through cost to NCTA.

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127.	58 of 75	Part III, 4.4.7	Facility Contractor Oversight	<p>458. The Contractor shall coordinate with NCTA in advance to schedule interior and exterior painting on a periodic basis.</p> <p>If the Contractor is the leaseholder, why would it be necessary for the Contractor to coordinate with the NCTA in advance for something as mundane as periodic painting of the interior of the CSC facility?</p>	<p>This is a shared space with NCTA and other contractors and coordination is required.</p>
128.	General	General	General – LAN and Desktop IT Support	<p>Will NCTA please confirm that the BOS Contractor will be responsible for providing staff for all LAN and Desktop IT support, repair and replacement?</p>	<p>Confirmed, excluding any support required for Contractor provided and maintained administrative computers, physical security systems, or other Contractor owned equipment / systems.</p>
129.	Page 1 of 8	Part II	Defined Terms, Back Office System (BOS)	<p>Hardware and software provided by the Back Office System contractor to support toll collection and customer service operations, including but not limited to: data interfaces, subsystems, mobile application(s) and website(s).</p> <p>Will NCTA please confirm that hardware and software provided by the BOS Contractor shall include the following:</p> <p>Local area network printers, scanners, copy machines, shredders, TTY machines for the hearing impaired, fax</p>	<p>With regard to the list provided within the question, the BOS contractor is not responsible for any printers used for administrative tasks (i.e. general office printing outside the BOS), copy machines, shredders, TTY machines, or fax machines. Equipment used for NC Quick Pass operations are generally paid by the Contractor and invoiced as a pass-through cost to NCTA.</p>

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				machines and credit card swipe machines?	
130.	Various	Various	Facility – Assumption of Current Leases, Facility Management and Facility Maintenance	Financial due diligence – Are the current rents at market rate? Who is responsible (NCTA or the Contractor) for any stranded costs in the event the contract agreement is reduced or terminated?	Paid by the Contractor and invoiced as a pass-through cost to NCTA.
131.	Various	Various	Facility – Assumption of Current Leases, Facility Management and Facility Maintenance	Environmental/code compliance due diligence – Do any of the properties have any environmental issues? Do each of the properties comply with all laws, regulations and codes (especially ADA, ingress egress), including fire codes? Is there a generator or other potential environmental contaminant on site at any of the facilities? For the Morrisville property generator; does the landlord maintain or is it the responsibility of the Contractor?	There are no known environmental or code concerns with the NC Quick Pass facilities. The Morrisville Operations Center has a generator that is maintained by the Contractor.
132.	Various	Various	Facility – Assumption of Current Leases, Facility Management and Facility Maintenance	Physical due diligence – Is there any deferred maintenance on any of the facilities for which the Contractor would be responsible? Are there any premise restoration requirements at the end of the term? Have there been any material issues in the past 5 years (i.e., flooding, mold, etc.) for any of the facilities? Is parking adequate at each	A. No B. No C. No D. Adequate parking within the vicinity of all facilities E. Parking is free at the NC Quick Pass facilities.

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				of the facilities for both Contractor and customers? Are there frequently parking violations in the parking lots? Is the HVAC or any other building system, for any of the facilities, near the end of its useful life such that landlord would try to put part of a capital expense through on the assignee-tenant?	F. HVAC at all three facilities properly maintained and not near end of life
133.	Various	Various	Facility – Assumption of Current Leases, Facility Management and Facility Maintenance	Landlord/Assignment – Has each of the landlords/building owners agreed to the assignments to a new Contractor? Will the landlords/building owners require additional collateral like a security deposit or guaranty to consent to the lease assignment? Who is responsible for providing any additional collateral? What happens if the prior Contractor does not turn over the premises on time or in the condition required and the new Contractor misses SLA deliverables?	See Requirement 413 and Appendices E-F.
134.	4	Part III, 2.3	Staffing Requirements, Req. 19	Please consider adding the underlined sentence following language to this requirement: The Contractor shall implement and utilize a background review process on all potential employees prior to their employment and/or being granted access to an NC Quick Pass facility.	No change to the requirement.

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				The review process shall include at a minimum review of work history (e.g. reference checks) and criminal history (e.g. background checks). <u>Upon request, the review documentation shall be subject to NCTA review with contractor, summarized and redacted for PII.</u>	
135.	N/A	N/A	Volumes	Please provide volumes for 5 years of activity including, anticipate account volume (Quick Pass, BBM), inbound calls, invoices, incoming correspondence and outgoing tag fulfillment.	Due to the recent addition of a new roadway and increased volumes no additional information will be provided as part of this procurement.
136.	N/A	N/A	N/A	Is the offeror permitted to provide relevant documentation in an Appendix independent from the forms that are required in Section 6?	No additional information will be reviewed or evaluated.
137.	4	2.3	Staffing Requirements	How many bilingual agents does the current contractor have in place at the Morrisville location?	It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work. For purposes of estimating bilingual staffing assume no more than 5 percent of Spanish language customer contacts. Part III, requirement 20 has been modified. See Addendum 2.

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138.	4	2.3	Staffing Requirements	How many bilingual agents does the current contractor have in place at each of the walk-in centers?	It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work. For purposes of estimating bilingual staffing assume no more than 5 percent of Spanish language customer contacts. Part III, requirement 20 has been modified. See Addendum 2.
139.	4	2.3	Staffing Requirements	What is the current CSR to supervisor ratio at the Morrisville location?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
140.	4	2.3	Staffing Requirements	What is the current CSR to supervisor ratio at each of the walk-in centers?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
141.	4	2.3	Staffing Requirements	How many CSRs are there currently at each of the walk-in centers?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.

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142.	26	2.8	Pass-through Costs	Will the existing agent equipment procured under the current contractor be used for the new contract or will the new contractor be required to procure all new agent desktops?	The existing agent desktops are owned by NCTA and will remain in place.
143.	35	4.2	Operations Contractor Provision of Hardware and Software	What is the current work force management software that is being used to manage agent schedules and is compatible with RingCentral?	No work force management software currently used.
144.	42	4.3.2.12	Transponder Fulfillment Management	Will NCTA provide the equipment for testing each transponder prior to fulfillment?	Yes.
145.	42	4.3.2.12	Transponder Fulfillment Management	Does the BOS contain a module for tracking and reporting transponders and the fulfillment of transponders?	Yes.
146.	43	4.3.2.13	Transponder Inventory Management	Does the BOS contain a module for transponder inventory management or will the contractor be required to provide a platform for inventory management?	The BOS provides transponder inventory management.

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147.	45	4.3.3.2	Collections Support	Does NCTA currently utilize an outside collections agency? If so, which agency/	Confirmed. NCTA currently uses Account Control Technology Incorporated.
148.	45	4.3.3.2	Collections Support	How if the current outside collections agency compensated?	As a fee based on a percentage of collected revenue.
149.	45	4.3.3.2	Collections Support	Does the BOS have the capability to report on the number of accounts in collections, the account balance in collections, and the amount received from the collection agency monthly?	Yes.
150.	46	4.3.4.1	General Requirements	How many staff are currently used to manage the mail and email processing?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
151.	47	4.3.4.2	Returned Mail	Will NCTA provide access to a skip service to locate a new address for returned mail?	Any skip tracing services with be provided via the BOS.

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152.	51	4.3.7.3	Cash and Check Processing	Will armored car services be covered as a pass-through cost?	If an armored car service is to be used by the Contractor the cost of the service will be a pass-through cost to NCTA.
153.	55	4.4.1	General Facility Management Requirements	Will janitorial Services be covered as a pass-through cost to NCTA?	Confirmed.
154.	56	4.4.2	Facility Equipment and Systems Management	Will maintenance of all systems listed under requirement 435 be covered as a pass-through cost to NCTA?	Confirmed.
155.	57	4.4.3	Pest Control Requirements	Will pest control be covered as a pass-through cost to NCTA?	Confirmed.
156.	57	4.4.4	Trash or Waste Disposal	Will trash/waste disposal be covered as a pass-through cost to NCTA?	Confirmed.
157.	57	4.4.5	Heating, Ventilation and Air Conditioning Maintenance	Will maintenance and repair be covered as pass-through costs to NCTA?	Confirmed.

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158.	58	4.4.6	Electrical Maintenance	Will maintenance of all electrical equipment and generators be covered as a pass-through cost to NCTA?	Confirmed.
159.	58	4.4.8	Facility Access Control	Will contractor be responsible for procurement of badges? Will badge cost be covered as a pass-through cost to NCTA?	Confirmed and confirmed.
160.	59	4.4.9	Facility Security Requirements	Will contractor provide security cameras and security system? Will security systems be covered as a pass-through cost to NCTA?	There are existing security systems in place, the repair, operations, and maintenance will be the responsibility of the Contractor and invoiced as a pass-through cost to NCTA.
161.	4	2.3	Staffing Requirements	What is the current pay rate for CSRs?	The rate at which the current contractor pays its CSRs is not known to NCTA.
162.	27 of 29	8.1	Award and Execution of Contract	What was the amount of the Payment + Performance bond held by the previous contractor for each of the following years: 2016, 2017 and 2018?	The amount of the current contractor payment and performance bond is not relevant.
163.	46 of 75	4.3.4.1	Customer Correspondence Management	What is the current count of employees for Consumer Correspondence processing job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to

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					fulfill the requirements of the Scope of Work.
164.	38 of 75	4.3.2.2.	NC Quick Pass Support	What is the current count of employees for Customer Account/Case management processing/support job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
165.	48 of 75	4.3.7.1.	Financial Requirements	What is the current count of employees for Financial Services/Payment Processing job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
166.	52-53 of 75	4.3.8.1.	Audit Support requirements	What is the current count of employees for Audit support functions and Records Management?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
167.	45 of 75	4.3.3.2.	Collections Support	What is the current count of employees for Collections Support job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to

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					fulfill the requirements of the Scope of Work.
168.	63 of 75	5.1.	Image Review Quality Audits	What is the current count of employees for Image Review job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
169.	38 of 75	4.3.2.	NC Quick Pass Support	What is the current count of employees for NC Quick Pass and Customer Service job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
170.	53 of 75	4.3.9.	Records Management and Public Disclosure Requests	What is the current count of employees for Records Management job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
171.	42 of 75	4.3.2.12.	Transponder Fulfillment Management	What is the current count of employees for Transponder Fulfillment Management job functions?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.

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172.		CSC Tour	CSC Tour	During the tour, it was noted that your current system is available until about 11pm for your second shift. What will be the availability with your new BOS?	Outside of planned maintenance windows the BOS will be available at least 99.99% of the time.
173.		CSC Tour	CSC Tour	How many CSRs are at each location?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
174.		CSC Tour	CSC Tour	What is your current CSR retention rate?	This information will not be made available.
175.		CSC Tour	CSC Tour	During the CSC, we tour the TMC Room and it was mentioned that this room would be available to the new Operations vendor. Can this room be reconfigured/repurposed?	The room is used by multiple contractors and any proposed changes to the room would need to be evaluated prior to agreeing to the changes.
176.		CSC Tour	CSC Tour	Would NCTA be open to relocating non-customer facing activities such as transponder distribution and mail handling to an alternate site?	Part III, Section 4.3.1 has been modified. See Addendum 2.

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177.		CSC Tour	CSC Tour	What is the available square footage at each location? Is there expansion space at each location? If so, how many square feet?	<p>The total square footage of the Morrisville location (including the operations center and the CSC) is 20,427. The total square footage of the Monroe CSC is 2,028. The total square footage of the Charlotte CSC is 1,646.</p> <p>There is no expansion space at any of the locations.</p>
178.		CSC Tour	CSC Tour	Who owns the relationship with the current and future lockbox function? Who is responsible for the quality of work completed by the lockbox?	<p>A. NCDOT Fiscal. B. NCDOT Fiscal.</p>
179.		CSC Tour	CSC Tour	Who owns the relationship with the current and future mail house function? Who is responsible for the quality of work completed by the mail house?	<p>The current mail house arrangement is not relevant, the future mail house contract is with the BOS contractor. The Contractor's role relative to the quality of work completed by the mail house is to review the correspondence for accuracy.</p>
180.		CSC Tour	CSC Tour	What is the current starting CSR wage for each location?	<p>The rate at which the current contractor pays its CSRs is not known to NCTA.</p>

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181.		CSC Tour	CSC Tour	Will NCTA provide any forecasted traffic volume data for the new Monroe Bypass and the I-77 HOV lanes?	Information provided as Appendix J. See Addendum 2.
182.			General Question	Upon completion of the first phase of this process, will NCTA allow further Q&A periods to ensure bidders have full understanding of the requirements?	NCTA is taking this under consideration. Any changes to the procurement process will be addressed in a future addendum.
183.			General Question	Based on the significant amount of requirements bidders need to understand in order to develop their team and efficient operational solution, will NCTA please consider providing three additional weeks until qualifications are due i.e. May 7, 2019?	Addendum 1 modified Part I, Sec 3.1.
184.	26 of 29	Part I	7.2 Opening of Price Proposals	<p>Will NCTA please provide the intended technical point vs. price point ratio as well as the formula for how price proposals will be compared?</p> <p>NOTE: Without a defined process for evaluation, it seems that scores could be manipulated to ensure a specific Contractor is selected.</p>	<p>As noted in Part I, Section 7.2, As a best value contract, price will be evaluated based on a combination of anticipated cost to NCTA, the overall quality of the Operational Concept Package, and the implementation approach and schedule. The pricing will also be viewed in</p> <p>terms of any innovation proposed by the bidder as well as the bidder's proven reliability and ability to meet the required performance standards.</p>

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185.		Exhibit A	Payment Schedule (To be provided to Short-listed Proposers)	<p>Will NCTA please consider providing the price form intended to be used for this bid prior to the short listing process?</p> <p>NOTE: Based upon what appears to be quite significant risk to the selected Contractor, the price construct for this program could have a significant impact to a Contractor's bid vs. no-bid decision. The price form will help to make this determination.</p>	<p>Pricing instructions and price proposal will not be released until after proposers are qualified. A summary of the pricing concepts has been added to Part I, Section 1.2. See Addendum 2.</p>
186.	7 of 75	Part III – Scope of Work Part IV – Terms and Conditions	<p>2.5.1 General Documentation Requirements</p> <p>Req. #35</p> <p>2.5.1 Time Extensions and Schedule Changes</p>	<p>The requirement states: <i>“The Contractor shall correct, improve, and resubmit documentation and Deliverables until such time as NCTA accepts the Deliverable upon receiving comments from NCTA. Time required to resubmit and Approve any Deliverable shall be considered a delay caused by the Contractor.”</i></p> <p>Based on this language and the process described in section 2.5.1, it appears that any document requiring edits (even on the initial first draft submittal) is considered a delay caused by the Contractor. Based on Section 2.5.1 “Time Extensions and Schedule Changes” in the Terms and Conditions, this would be a potential</p>	<p>Part III, requirement 35 has been modified. See Addendum 2.</p>

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				<p>cause for termination of the Contract. This seems overly onerous.</p> <p>In our experience, it would take at least two rounds of edits (usually 3) to perfect a document submittal to the satisfaction of all reviewers.</p> <p>Will NCTA please remove the last sentence, i.e. <i>“Time required to resubmit and Approve any Deliverable shall be considered a delay caused by the Contractor.”</i>?</p>	
187.	15 of 75	Part III – Scope of Work	<p>2.5.8 Continuous Improvement Plan</p> <p>Req. 76</p> <p>3rd bullet</p>	<p>“Utilization of BOS third-party tools...”</p> <p>Will NCTA please describe the BOS third-party tools that will be available to the Contractor to fulfill this requirement?</p>	<p>Please refer to Section 2.5.6, Requirement 63 and Section 4.1.3, Requirement 203.</p>
188.	16-17 of 75	Part III – Scope of Work	2.5.10 Staffing and Training Plan	<p>Will NCTA please provide a general description of the training environment and expected functionality that will be included as part of the new BOS system?</p>	<p>For initial training, the training environment will consist of a dedicated instance of the BOS that is configured for training. This will be accessed from BOS contractor provided dedicated workstations within the Contractor’s designated training facility. The training</p>

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				<p>NOTE: There is typically a significant amount of training documentation, system screen shots, slide presentations, and other training material that must be manually developed by an operator in order to adequately train customer service agents. With the extremely tight schedule, any early insight into the planned training system would be very beneficial to bidders to understand the full scope of this process.</p>	<p>environment will allow agents being trained to access the BOS and learn how to perform their duties under the guidance of a trainer.</p> <p>On an ongoing basis, throughout the term of the contract, there will be a training environment which will be accessed from the Morrisville Operations Center.</p> <p>Part III, requirement 164 has been modified. See Addendum 2.</p>
189.	19-20 of 75	Part III – Scope of Work	2.5.12 Monthly Operations Report	<p>Question a:</p> <p>Will NCTA please describe the functionality that is intended to be included in the new BOS reporting system, e.g. will canned reports include required data for the daily weekly and monthly reports.</p> <p>Question b:</p> <p>If not, at minimum, can data be downloaded in a reasonably useable format for inclusion into daily, weekly, and monthly reports?</p>	<p>A. Predefined reports will be available within the BOS that support typical recurring activities.</p> <p>B. Yes. Ad-hoc reporting will also be available.</p> <p>C. NCTA will not offer any comparisons against current operations.</p>

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				<p>Question c:</p> <p>In comparison to the daily reports that are completed for the current operation, will NCTA please provide an estimate as to how much (on a percentage basis) could be automatically generated by the BOS without Contractor manual input or manipulation?</p>	
190.	27 of 75	Part III – Scope of Work	<p>3.1.2 Weekly Project Coordination Meetings</p> <p>Req. #155</p>	<p>Will NCTA please confirm that the meeting facilities can be within the customer service center and not at an off-site facility?</p>	<p>No. The Contractor shall have an offsite facility available to conduct meetings</p>
191.	28 of 75	Part III – Scope of Work	3.1.4 Office Space	<p>This section requires the Contractor to provide facility space, computers, and networking equipment to be used for training of Contractor personnel prior to Go-Live.</p> <p>Question a:</p> <p>Will NCTA please confirm whether this requirement is for administrative staff only or if the intention is for the Contractor to provide a temporary facility and equipment to train all production staff?</p>	<p>NCTA envisions providing a secure network and required hardware at the Contractor's project office or designated training space, to establish a training environment.</p> <p>Part III, requirement 164 has been modified. See Addendum 2.</p>

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				<p>Question b:</p> <p>If it is for all staff, will NCTA please consider allowing production staff training to occur in the existing CSC and walk-in centers (in coordination with the existing Contractor) to avoid the capital outlay that would only be for temporary purposes?</p>	
192.	29 of 75	Part III – Scope of Work	<p>3.2.2 Design and Development Support</p> <p>3.2.4 Formal Testing Support</p>	<p>Inclusion of the Operations Contractor during design and development of the system can provide significant benefit to all parties, and there are numerous requirements throughout the Scope of Work indicating that Contractor involvement is required. With an Implementation Phase of only 3 months (9/1/19 – 11/30/19), it doesn't seem possible that the Contractor will be able to fulfill the requirements of system design participation, and system testing should be well underway at this stage.</p> <p>Question a:</p> <p>Will NCTA please clarify the intended level of Contractor participation?</p> <p>Question b;</p> <p>Will NCTA please share the BOS</p>	<p>The BOS design and development will be materially complete at the time of the award of this Contract. Where necessary, the Contractor may be called upon to participate in remaining design reviews. It is anticipated the Contractor will have sufficient time to complete the Operations Implementation phase of this Contract.</p> <p>The schedule is still being developed and has not yet been finalized. The Contractor, the BOS contractor and NCTA will work together to develop the respective schedules and ensure all coordination points are accounted for and scheduled appropriately.</p>

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				Contractor's Implementation Schedule?	
193.	35 of 75	Part III – Scope of Work	4.2 Operations Contractor Provision of Hardware and Software Req. # 218	This requirement would appear to indicate that the BOS Contractor is providing a RingCentral telephony system (excluding any available work force management functionality). If that is the case, will NCTA please clarify the specific modules that are included in the system, i.e. IVR? Call recording? Post Call Survey? Quality Assurance Reporting? Outgoing Call Features? Screen capture? etc?	The planned RingCentral implementation will include at a minimum IVR, ACD, CTI, call recording, customer surveys, dashboards, and call reports.
194.	45 of 75	Part III – Scope of Work	4.3.3.2 Collection Support Req. #321	This requirement specifies the Contractor will accept payment from customers whose accounts have been forwarded to a collection firm. Typically delinquent accounts forwarded to collections must be handled by the collection firm. Question a: Will the new BOS be integrated with the collection firm to allow acceptance of payments by CSC personnel?	Confirmed.

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				Question b: If not, will NCTA please clarify?	
195.	48 of 75	Part III – Scope of Work	4.3.7.1 General Financial Requirements Req. #357	Question a: Is it NCTA's intention to allow payment to be collected via text and chat as indicated in the second bullet? Question b: The third bullet includes Apple Pay as an acceptable payment method, but it isn't mentioned anywhere else in the Scope. Will NCTA please confirm that if Apple Pay is an acceptable method of payment the required payment terminals will be a pass-through cost?	A. Part III, requirement 357 has been modified. See Addendum 2. B. Apple Pay will be accepted via credit card payment terminals provided by the BOS contractor.
196.			General Question	Will NCTA please clarify whether it is the Contractor's responsibility to fund the banks (to be used for CSR cash drawers) at the Walk-In Centers?	Confirmed.

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197.	4 of 75	Part III – Scope of Work	2.3 Staffing Requirements	What is NCTA's current estimate for a sufficient quantity of bilingual staff?	It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work. For purposes of estimating bilingual staffing assume no more than 5 percent of Spanish language customer contacts.
198.	5 of 75	Part III – Scope of Work	2.5.1 Project Documentation	Is it NCTA's intention to provide selected Contractor with the current Operator's project documentation?	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
199.	5 of 75	Part III – Scope of Work	2.5.1 Project Documentation	Will NCTA please provide the current schedule date the BOS Contractor expects to provide the Operations Contractor with the BOS Manual and Training Materials?	The final operations manual and training material is currently scheduled to be completed in early September 2019.
200.	27 of 75	Part III – Scope of Work	3.1.3 Implementation Schedule	Will NCTA please confirm it is their intention to combine the Comprehensive Implementation Schedules for the BOS Contractor activities with the Operations Contractor activities? NOTE: There are numerous activities between the two contractor schedules that will be dependent upon the other.	Go-live will be concurrent. No change to the requirement.

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201.	30 of 75	Part III – Scope of Work	3.2.4 Formal Testing Support	What are the current start and end dates for the formal system testing period?	Testing is currently scheduled to start in July 2019 and finish in November 2019.
202.	30 of 75	Part III – Scope of Work	3.3 Operational Readiness	Will the Operational Readiness exercise be conducted during the cut-over period or will the old system still be in operations?	In accordance with Part II, Section 3.3., Operational Readiness will be conducted prior to cut-over while the current system is still in operation.
203.	30 of 75	Part III – Scope of Work	3.3 Operational Readiness	Will the new Operations contractor be responsible for operating the old system for any period of time?	See Part I, Section 1.5.
204.	30 of 75	Part III – Scope of Work	3.3 Operational Readiness	Will NCTA please clarify at what point in time the Contractor will be able to transition current staff in order to provide required training on the new system?	Employee training should be addressed in the Proposer's Approach to Operations Implementation and in the Transition Plan.
205.	29 of 75	Part III – Scope of Work	3.2.2 Design and Development Support	What are the current start and end dates for the Design and Development Support activities?	The BOS design and development will be materially complete at the time of the award of this Contract. Where necessary, the Contractor may be called upon to participate in remaining design reviews.

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206.	30 of 75	Part III – Scope of Work	3.2.4 Formal Testing Support	Will NCTA please clarify when the new Contractor will receive the BOS contractor Test Plans and Test Scripts?	NCTA will provide any relevant testing documentation as required prior to Contractor involvement in system testing.
207.	35 of 75	Part III – Scope of Work	4.2 Operations Contractors Provision of Hardware and Software	Will the Contractor be allowed to run cabling and set up required new hardware prior to the Cut-Over period?	Yes, in coordination with the existing operations contractor and NCTA, while ensuring any installation of cabling installation shall not interfere with the existing operations.
208.	35 of 75	Part III – Scope of Work	4.2 Operations Contractors Provision of Hardware and Software	If the current hardware meets the new BOS requirements, will this hardware be transitioned to the new Operations Contractor?	Section 4.2 is intended to cover Contractor-owned hardware and not BOS-related and/or NCTA-owned hardware.
209.	36 of 75	Part III – Scope of Work	4.3.1 General Operations Requirements	Can the Contractor provide CSC and/or Back Office services such as call center overflow or image review from a remote location?	Part III Section 4.3.1 has been modified. See Addendum 2.
210.	67 of 75	Part III – Scope of Work	6.1 Performance Requirements	Will NCTA consider a KPI structure that also includes an incentive component in addition to the penalties outlined in the KPI table?	No change to the requirement.
211.	70 of 75	Part III – Scope of Work	6.1.1 KPI Table	It appears there are a number of KPI's that include both LD assessments per day as well as points assessments per month. Is it NCTA's intent to double	Part III, Section 6.0 and Part IV, Section 1.3 has been modified. See Addendum 2.

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				penalize the contractor under the same KPI? Example: PI	
212.	11 of 29	Part I – Administrative	1.28 Insurance Requirements	<p>Will NCTA consider modifications to the insurance provisions where Contractor could provide adequate proof of coverage without providing the competitive sensitive information included in our full insurance policy?</p> <p>NOTE: This competitively sensitive information would be exposed if a copy of our full policy was provided.</p>	Contractor is required to provide NCTA with certificates of insurance showing the required coverage to be in effect, and should NCTA to be an additional insured. No change to RFP.
213.	11 of 29	Part I – Administrative	1.28 Insurance Requirements	<p>Will NCTA consider changing notice requirements to exclude “material change in policy” from the provision?</p> <p>NOTE: This is an unusual requirement. Typically a notice of policy cancellation is sufficient.</p>	Part I, Section 1.28 has been modified. See Addendum 2.
214.	11 of 29	Part I – Administrative	1.28 Insurance Requirements	Will NCTA consider including defense cost within the limit of liability for Commercial General Liability?	No change to the RFP.

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				NOTE: It is not standard to require defense cost to be in excess of the limit.	
215.	6 of 29	Part I Administrative 1.6.1	Summary of Project Phases	Will the existing computer terminals and telephony equipment be used with new BOS or will all be replaced?	The existing agent desktops are owned by NCTA and will remain in place. The existing telephony solution will be replaced in its entirety and soft phones will be implemented.
216.	20 of 29	Part I Administrative I 6.	Operational Concept Package Phase	<p>Question a: Will NCTA please clarify how far in advance of Go-Live the new BOS will be available for training?</p> <p>Question b: Will new BOS provider provide initial training?</p> <p>Question c: If not, how far in advance of Go-Live will the operations manual be available?</p>	<p>A. The training environment will be available approximately 60 days prior to go live.</p> <p>B. Confirmed.</p>

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217.	70 of 75	Part III – Scope of Work	6.1.1. NCTA Operations Contractor KPI Table P2 & P3	If an Account Update comes in as a Service Request/Case, under which KPI (P2 or P3) will performance be measured?	P2 will be measured.
218.	73 of 75	Part III – Scope of Work	6.1.1. NCTA Operations Contractor KPI Table CSI	Is this the amount of time customer is waiting in line or does it include the Handle Time agent is with customer?	Part III, Section 6.1.1 has been modified. See Addendum 2.
219.	2 of 24	Part IV – Terms and Conditions	1.3 Key Performance Indicators and Invoice Adjustments	Are KPI's and Invoice Adjustments resulting from missed KPIs on a given Invoice assessed based solely on the prior month performance?	Part III, Section 6.0 and Part IV, Section 1.3 has been modified. See Addendum 2.
220.	29 of 75	Part III – Scope of Work	3.2.2. Design and Development Support	169 & 171. From customer perspective, what is the planned functionality of the IVR that does not require CSR assistance?	The primary focus of the IVR is general info provision, account status updates (amount due, balance, etc.), processing payments or replenishments, reporting transponder lost /stolen and ordering replacement transponders.
221.	38 of 75	Part III – Scope of Work	4.3.1 General Operational Requirements 245.	Is it to be assumed Live Chat and Text will be utilized and part of the BOS?	Yes.

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222.	39 of 75	Part III – Scope of Work	4.3.2.3. through 4.3.2.6.	Will IVR support these account types so those calls can be routed to appropriately trained staff?	The IVR may assist or any related calls may require transfer to the appropriate skillset after initial screening.
223.	42 of 75	Part III – Scope of Work	4.3.2.12 Transponder Fulfillment Management 285.	Will tag programming equipment and software be installed on BOS machines or Operations Contractor machines?	All necessary equipment and software required to program the transponders will be provided by NCTA.
224.	46 of 75	Part III – Scope of Work	4.3.4.1 Customer Correspondence Management General Requirements	Will the Operations Contractor utilize Toll Authority email or Contractor provided email address and system?	For customer communications the Contractor shall utilize a provided email if the SOP dictates such communication. For all other email correspondence the Contractor shall utilize Contractor provided email systems.
225.	56 of 75	Part III – Scope of Work	4.4.2. through 4.4.10.	It is stated the lease is a pass through to the Toll Authority. Will NCTA please confirm the other maintenance items listed in these sections are also passed through?	No change to the requirement. Appendix I has been added as part of Addendum 2 that clarified pass-through costs.
226.	65 of 75	Part III – Scope of Work	5.4 Traffic Management	Will NCTA please provide the current locations of the Traffic Management Centers?	This is optional work and not required at this time.

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227.	65 of 75	Part III – Scope of Work	5.5 Cash Collection for Facilities	If NCTA should implement a toll facility that has a cash collection component, where would this facility likely be located?	This is optional work and not required at this time.
228.	68-69 of 75	Part III – Scope of Work	6.1.1 NCTA Operations Contractor KPI Table	<p>CC2 <u>Speed to Answer</u> and CC3 <u>Wait time</u> appear to be the same requirement with two different KPI's – one in 60 seconds and the other in 180 seconds.</p> <p>Question a: Will NCTA please clarify?</p> <p>Question b: Is it NCTA's intention to assess penalties twice for the same failure?</p>	<p>A. Part III, Section 6.1.1 has been modified. See Addendum 2.</p> <p>B. Part III, Section 6.1.1 has been modified. See Addendum 2.</p>
229.	74 of 75	Part III – Scope of Work	6.1.1 NCTA Operations Contractor KPI Table Q4	<p>States "Report received by the 10th of the month and is 98% accurate."</p> <p>Question a: Does this imply the report itself is 98% accurate?</p> <p>Or</p>	Part III, Section 6.1.1 has been modified. See Addendum 2.

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				<p>Question b:</p> <p>Does it mean that the quality results of the reviewed work for all areas measured must be 98% or greater?</p>	
230.	2 of 24	Part IV Terms and Conditions	1.3.2 Actual Damages points 2 and 3	<p>The example provided in item 2 states "incorrect information being mailed to customers after Contractor QC review processes."</p> <p>This seems to imply if a QC review is completed and one item has an error (regardless of whether that item was QC'd as part of the random sampling) that the Contractor is responsible for reimbursing NCTA the lost revenue for the item. If this is the case, the only way to ensure all errors are avoided would be to perform a 100% quality review which would not be practical or efficient.</p> <p>Will NCTA please clarify?</p>	<p>For specific items that were reviewed as part of the Contractor's Quality Control, that resulted in an error, actual damages may apply. Actual damages may also apply if the Contractor should have known there were errors after performing QC, for example in the Contractor's QC sample the Contractor identified errors but did not investigate further before releasing the remaining items to production.</p>

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231.	71 of 75	Part III – Scope of Work	6.1.1 NCTA Operations Contractor KPI Table P4 and P5	Both P4 and P5 state they are to be reported from the BOS Case Management system. Question a: Does this mean Mailed and Lock Box exceptions must be entered into the BOS Case Management system in order to process them? Or Question b: Does this mean the BOS Case Management system will already have them in the system?	All payments received by mail are to be entered by the Contractor into the BOS case management system. Lockbox exceptions are not entered into the BOS case management system but are tracked by the lockbox processing system. The majority of lockbox exceptions are pre-entered by the lockbox processor. Part III, Section 6.1.1 has been modified. See Addendum 2.
232.	51 of 75	Part III – Scope of Work	4.3.7.3 Cash and Check Processing 379	Is the cost of an armored car service a pass through to NCTA?	If an armored car service is to be used by the Contractor the cost of the service will be a pass-through cost to NCTA.
233.	26 of 75	Part III – Scope of Work	2.8 Pass-Through Costs 142	Will NCTA please share the “NCTA purchasing guidelines”?	Requirement 142 has been modified. See Addendum 2.

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234.	5 of 29	Part I – Administrative	1.5 NC Quick Pass Back Office System Technology	<p>The new system provider will have unfair advantage as a result of their intimate knowledge of the system they are providing. In addition, and as indicated by the number of recent procurements where the BOS and operations are conducted separately, many toll agencies view there to be a potential conflict of interest if the system provider is also the operations contractor.</p> <p>A. Will TransCore be permitted to bid on the operations contract?</p> <p>B If TransCore is permitted to pursue the operations contract, will NCTA take any steps to level the playing field between bidders?</p>	<p>A. No contractor has been excluded at this point in time.</p> <p>B. All Short-listed Proposers will have access to the new BOS and will be permitted to ask questions at the BOS demonstration in order to gain information to provide competitive bids.</p>
235.	8 of 29	Part I – Administrative	1.16 Oral or Referenced Explanations	<p>“NCTA will not be bound by oral explanations or instructions given by anyone at any time during the procurement process, <i>or after Contract award</i>”.</p> <p>After award NCTA needs to have the ability to direct the contractor verbally. Wouldn't this be problematic?</p>	No change to the RFP.

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236.	9 of 29	Part I – Administrative	1.23 Contractual Obligations	Please confirm that Bidder's exceptions will have full force and effect as it relates to the acceptance of terms and conditions clause set forth in this section.	Part I, Section 5.1.2.1.H has been modified. Exhibit D-11 has been added. See Addendum 2.
237.	10 of 29	Part I – Administrative	1.26.4 Listing of Subconsultants or Subcontractors 2 nd paragraph	<p>"The Proposer, at the time of Qualification Package Submittal, shall submit a list of all known SPSF that will participate in the performance of the identified Work. The participation of each SPSF shall be submitted on a separate Subconsultant or Subcontractor Form RS-2..."</p> <p>Bidders may not know the full makeup of their team at the time of qualifications. Will NCTA please revise this requirement such that it is applicable to Phase II of the procurement?</p>	No. It is expected Proposers will have their SPSFs identified and included in the Proposal for the Qualification Package evaluation.
238.	24 of 29	Part I – Administrative	7.1.1.2 Qualification Package Evaluation Item 1. – Last sentence	<p>"The TEC will develop a narrative evaluation of each Proposal to be provided to the Selection Committee."</p> <p>Will NCTA please provide the format that will be used by the TEC to prepare the narrative evaluation?</p>	This information will not be made available.

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239.	24 of 29	Part I – Administrative	7.1.1.2 Qualification Package Evaluation Item 3.	Will NCTA please identify the members of the Selection Committee?	This information will not be made available.
240.	27 of 29	Part I – Administrative	8.1 Notification of Award	As we read the bond requirements, there would be three bonds required in the first year and one day – the initial bond, the bond required following implementation, and then the bond for the second year. To simplify administration of the bonds (and possibly reduce their cost), will NCTA please consider having the initial bond remain in effect for the first year?	No change to the requirement.
241.	1 of 8 2 of 75	Part II – Defined Terms and Acronyms Part III – Scope of Work	I. Defined Terms Business Day 2.1 General Operations Requirements #3 & #4	Although we understand that the contractor will be required to operate on Saturdays, it is not typical to consider that day a business day. It can also cause problems with scheduling for personnel that work Monday through Friday and create conflicts with NCTA business days. For example, see Scope of Work section 2.1 Req. 3 on page 2 of 75. In this example, Contractor can submit an agenda on Saturday for a Monday meeting and be in compliance although NCTA personnel may not be at work. Req. 4 on the same page	The definition for Business Day has been revised and a new definition has been added for a Production Day. See Addendum 2.

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				<p>could create a requirement for someone that works Monday through Friday to work Saturday in order to submit meeting notes in one business day. There are a number of additional examples similar to this throughout the Scope of Work.</p> <p>Will NCTA please consider modifying the definition such that Saturday is not a Business Day?</p>	
242.	2 of 8	Part II – Defined Terms and Acronyms	<p>I. Defined Terms</p> <p>Contract Documents</p>	<p>Will NCTA please include the bidder's questions and NCTA's responses to the list of Contract Documents?</p>	<p>No change to RFP.</p>
243.	1 of 75	Part III – Scope of Work	<p>2.1 General Operations Requirements</p>	<p>"...The Contractor shall obtain Approval by NCTA for all plans and procedures."</p> <p>This is vague and seems to conflict with "It is incumbent upon the Contractor to determine how to accomplish the Work in an efficient, cost effective and high-quality manner that achieves or exceeds the Key Performance Indicators under this Contract."</p>	<p>Part III, requirement 1 has been modified. See Addendum 2.</p>

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				Will NCTA please modify the requirement so that it is more specific? (suggest SOP's and any other deliverable plans.)	
244.	2 of 75	Part III – Scope of Work	2.1 General Operations Requirements Req. #4	Without knowing when comments will be provided, the contractor will have no way of knowing when the final comments have been provided by all attendees. Will NCTA please specify that meeting attendees will have one Business Day to provide comments on the initial distribution?	Part III, requirement 4 has been modified. See Addendum 2.
245.	2 of 75	Part III – Scope of Work	2.2.1 General Requirements Req. #12	Will NCTA please modify this requirement as follows (bolded text represents added language): The Contractor shall obtain written NCTA Approval, which shall not be unreasonably withheld , for any proposed Key Personnel prior to service.	No change to the requirement.
246.	2 of 75	Part III – Scope of Work	2.2.1 General Requirements Req. #13	In fairness to the Contractor, NCTA should be required to act reasonably when providing approvals.	No change to the requirement.

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				Will NCTA please modify this requirement such that approval of proposed Key Personnel cannot be unreasonably withheld?	
247.	3 of 75	Part III – Scope of Work	2.2.1 General Requirements Req. #14	Will NCTA please modify this requirement as follows: The Contractor shall immediately remove any individual employed or contracted by the Contractor from service under the Contract that in NCTA's sole reasonable determination is not performing the Work in a proper and skillful manner or is otherwise unsuitable for their position.	No change to the requirement.
248.	4 of 75	Part III – Scope of Work	2.2.2 Key Personnel Req. #17	The amount of invoice deduction shall be calculated as the actual fully burdened billing rate of the departed management team member (at the time of departure from the Contract), multiplied by the number of work hours (based on a 40-hour workweek) if the management team position is not filled with an Approved substitute. If the contractor has a suitable temporary replacement filling the	A temporary replacement is not the same as a permanent replacement. No change to the requirement.

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				position, how is the invoice deduction justified?	
249.	5 of 75	Part III – Scope of Work	2.5.1 General Documentation Requirements Req. #25	<p>The last bullet reads: “Deviations from the Requirements set forth in the Contract that may be contained within the Contractor’s submitted Deliverables, even if Approved by NCTA, shall not modify any Requirement set forth in the Contract. Only formal requests by the Contractor that are explicitly and formally Approved by NCTA shall modify the Requirements set forth in the Contract.”</p> <p>This requirement is unreasonable and it could result in instances of noncompliance where NCTA has provided comments on a submittal or other direction to the contractor that is inconsistent with the Contract.</p> <p>Will NCTA please delete or modify this requirement such that the contractor is required to perform the work in accordance with the approved SOPs?</p>	No change to the requirement.

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250.	6 of 75	Part III – Scope of Work	2.5.1 General Documentation Requirements Req. #34	Contractors expend significant amounts of both time and money developing and documenting proprietary processes which become the basis for how they perform their work. Will NCTA please exclude documentation or information that is preexisting IP of the contractor from this requirement?	No change to the requirement.
251.	7 of 75	Part III – Scope of Work	2.5.1 General Documentation Requirements Req. #35	A. Will NCTA please confirm that the contractor will receive one set of comprehensive review comments to avoid situations where the contractor is put in the position of being required to make multiple revisions to documents without compensation? B. If not, will NCTA please delete or modify the part of this requirement that makes the contractor responsible for the delay?	It is NCTA's intention to submit consolidated comments, whenever possible. No change to the requirement.
252.	7 of 75	Part III – Scope of Work	2.5.1 General Documentation Requirements Req. #38	"...The Contractor shall ensure all key decision makers and subject matter experts for their system are available during the meeting so that all remaining open comments can be resolved..."	No change to the requirement.

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				Will NCTA please make the same commitment to the contractor (i.e. NCTA staff and/or consultants with knowledge and authority to make final decisions?)	
253.	7 of 75	Part III – Scope of Work	2.5.1 General Documentation Requirements Req. #39	A. Will NCTA please provide a complete list of the BOS contractor provided documents, etc., that contractor is expected to review and provide supplemental information for? B. If not, since the contractor has no way of accurately estimating the cost of this effort, in fairness to the contractor, will NCTA please modify this requirement so that it is compensated for this Work on a cost reimbursable basis?	Requirement 39 is specific to training documentation. All other BOS documentation will essentially be complete by the time the Contractor has NTP and as such NCTA does not anticipate the Contractor needing to perform any documentation reviews, other than training documents.
254.	7 of 75	Part III – Scope of Work	2.5.2 Documentation Updates Req. #40	“The Contractor shall be required to develop and provide updates (as necessary) to Project documentation based on the following schedule, or as requested by NCTA, throughout the term of the Contract.” Since the contractor cannot reasonably estimate the level of effort, frequency, or cost of NCTA requested updates, will NCTA please modify this requirement so that the contractor is compensated for NCTA	NCTA does not intend to increase the frequency for updating these documents. No change to the requirement.

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				directed development or revisions of documents that are required outside of the schedule?	
255.	8 of 75	Part III – Scope of Work	2.5.3 Project Management Plan Req. #44	<p>“... or as directed by NCTA. Unless directed otherwise by NCTA,...”</p> <p>Since the contractor cannot reasonably estimate the level of effort, frequency, or cost of NCTA requested/directed updates, will NCTA please modify this requirement so that the contractor is compensated for NCTA directed development or revisions of documents that are required outside of the normal annual update?</p>	NCTA does not intend to increase the frequency for updating these documents. No change to the requirement.
256.	9 of 75	Part III – Scope of Work	2.5.4 NC Quick Pass and NC Ferry Customer Service Operations Plan Req. #49	<p>“... or as directed by NCTA. Unless directed otherwise by NCTA,...”</p> <p>Since the contractor cannot reasonably estimate the level of effort, frequency, or cost of NCTA requested/directed updates, will NCTA please modify this requirement so that the contractor is compensated for NCTA directed development or revisions of documents that are</p>	NCTA does not intend to increase the frequency for updating these documents. No change to the requirement.

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				required outside of the normal biannual update?	
257.	10 of 75	Part III – Scope of Work	2.5.4 NC Quick Pass and NC Ferry Customer Service Operations Plan Req. #50 last bullet	<p>“As-needed activities including, but not limited to:</p> <p>Planning for new toll projects, service offerings or policy changes (as necessary).”</p> <p>As written, this requirement expands the scope beyond what any contractor can reasonably price. Will NCTA please revise this requirement so that the contractor is not subject to being required to do work that is it not compensated for?</p>	The bullets in this requirement are examples only and the Contractor shall address any or all items they feel are necessary to include as part of a comprehensive Operation Management Plan.
258.	10 of 75	Part III – Scope of Work	2.5.5 Transition Plan Req. #53	<p>To be fully responsive to this requirement, the contractor will need information from the BOS provider and others. This is particularly true as it relates to schedule activities.</p> <p>Will NCTA please provide a copy of the current BOS implementation schedule so that bidders can develop and price a response that is executable?</p>	The schedule is still being developed and has not yet been finalized. The Contractor, the BOS contractor and NCTA will work together to develop the respective schedules and ensure all coordination points are accounted for and scheduled appropriately.

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259.	10 of 75	Part III – Scope of Work	2.5.5 Transition Plan Req. #55	<p>To be fully responsive to this requirement, the contractor will need information from the BOS provider and others. This is particularly true as it relates to schedule activities.</p> <p>Will NCTA please provide a copy of the current BOS implementation schedule so that bidders can develop and price a response that is executable?</p>	<p>The schedule is still being developed and has not yet been finalized. The Contractor, the BOS contractor and NCTA will work together to develop the respective schedules and ensure all coordination points are accounted for and scheduled appropriately.</p>
260.	11 of 75	Part III – Scope of Work	2.5.5 Transition Plan Req. #55	<p>The contractor will need to understand when existing processes will be stopped and when the new BOS will be fully available to process backlog and work in progress.</p> <p>Will NCTA please provide that information along with an hour by hour schedule detailing when each functional element of the BOS will be functional and available to the operator?</p>	<p>This will be developed between the Contractor, the BOS contractor and NCTA during the Operations Implementation phase. No change to the requirement.</p>
261.	11 14 15	Part III – Scope of Work	2.5.6 Quality Management Plan Req. #62 2.5.7 Business Operations Continuity ... Req. #69	<p>“... or as directed by NCTA. Unless directed otherwise by NCTA,...”</p> <p>Since the contractor cannot reasonably estimate the level of effort required, the frequency of, or the cost of NCTA requested/directed</p>	<p>NCTA does not intend to increase the frequency for updating these documents. No change to the requirement.</p>

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	15		2.5.8 Continuous Improvement Plan Req. #77	updates, will NCTA please modify this requirement so that the contractor is compensated for NCTA directed development or revisions of documents that are required outside of the annual update?	
	16		2.5.9 Project Communications Plan Req. #79		
	17		2.5.10 Staffing and Training Plan Req. #87		
	22		2.5.11 Standard Operating Procedures Req. #92		
	23		2.5.15 Physical Inventory Rec. Report Req. #114		
	25		2.5.16 Succession Plan Req. #118		
			2.7.1 General Training Program Req. - Req. #132		
262.	12 of 75	Part III – Scope of Work	2.5.6 Quality Management Plan Req. #63 top bullet on p. 12	“Quality management tools, including BOS provided surveys, phone surveys, focus groups and other methods;” A: Will NCTA please describe the surveys that will be provided by the BOS?	A. The telephony solution within the BOS and a third-party customer contact evaluator will include post contact survey functionality and associated reporting. B. Yes.

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				B: Is the contractor responsible for analyzing survey results or will that be done by the BOS?	
263.	12 of 75	Part III – Scope of Work	2.5.6 Quality Management Plan Req. #63 4 th and 5 th bullet from the top on p. 12	<p>“ Validation routines that test the accuracy of the reports that measure all performance objectives;</p> <p>Procedures to review reported performance and correct any reporting inaccuracies as well as any area of performance that is below standard;”</p> <p>Will NCTA please clarify if the reports mentioned in these bullets are reports the operator generates or if they are generated by the BOS?</p>	There will be a combination of reports that will be developed during the Operations Implementation phase of this Contract.
264.	13 of 75	Part III – Scope of Work	2.5.7 Business Operations Continuity / Disaster Recovery Plan Req. #68 2 nd bullet	<p>“Working collaboratively with NCTA and the BOS contractor with the acquisition and outfit of alternative facility site(s) for call center and operations processing;”</p> <p>Will NCTA please confirm that the BOS contractor is responsible for acquiring the space?</p>	In the event of a disaster that requires the relocation of a CSC or the NC Quick Pass Operation Center, the Contractor is required to work with NCTA to find and acquire a suitable site. Costs incurred by the Contractor during these efforts will be paid by the Contractor either invoiced as a pass-through cost to NCTA or as a change order, depending on the work required.

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265.	16 of 75	Part III – Scope of Work	2.5.10 Staffing and Training Plan Req. #89	Will NCTA please describe the training and deliverable training requirements of the BOS provider both prior to Go-Live and thereafter?	The BOS contractor is responsible for the development and annual update of all training documentation. The BOS contractor is responsible for all initial (prior to Go-live) training. Training subsequent to Go-live shall be conducted by the Contractor utilizing BOS contractor provided and maintained systems and documentation.
266.	17 of 75	Part III – Scope of Work	2.5.11 Standard Operating Procedures Req. #93	How will the contractor be compensated for development of new plans and SOP's that are not identified in the base contract value?	No change to the requirement. See requirement 92.
267.	18 of 75	Part III – Scope of Work	2.5.11 Standard Operating Procedures Req. #94	“The Contractor shall develop SOPs supplemental to the new BOS users’ manuals, to the extent necessary, to carry out the functions required under the Contract and should include activities such as:...” Because the level of effort required to satisfy this requirement cannot be estimated without the ability to assess the adequacy of the BOS users’ manual, will NCTA compensate the contractor for this effort as additional work?	No change to the requirement.

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268.	20 of 75	Part III – Scope of Work	2.5.12 Monthly Operations Report Req. #97	<p>“Website analytics;”</p> <p>A. Is the BOS provider required to provide this information to the contractor?</p> <p>B. If not, what mechanism will be provided that allows the contractor to produce this information?</p>	Any website analytics will be sourced from the BOS.
269.	20 of 75	Part III – Scope of Work	2.5.12 Monthly Operations Report Req. #98	Will NCTA please provide details on the specific data that will be collected via “tick sheet and notes”?	Those are examples only. No change to the requirement.
270.	22 of 75	Part III – Scope of Work	2.5.14 Facility Management Plan Req. #110	<p>“Inspection results for the fiscal year with rating on each inspected item; Inspection comments, and recommendations;”</p> <p>It is not typical for a tenant to be responsible for the assessment of building systems or other capital cost items under a commercial property lease. If this is required, will NCTA allow the contractor to hire and external firm to conduct the assessment as a pass-thru cost to NCTA?</p>	Yes.

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271.	25 of 75	Part III – Scope of Work	2.7.1 Training Materials Req. #137	Will NCTA please confirm that the BOS user manuals will be supplied by the BOS provider?	Confirmed.
272.	25 of 75	Part III – Scope of Work	2.8 Pass-Through Costs Opening Paragraph	<p>“The Contactor is responsible for managing the entire NC Quick Pass and NC Ferry Customer Services and as such is responsible to acquire all necessary materials and Services to ensure uninterrupted operations.”</p> <p>The capitalized term Services is defined in this RFP as essentially all work performed to satisfy the Scope under the agreement.</p> <p>Will NCTA please define the specific services that are pass-through?</p>	Part III, Section 2.8 has been modified. See Addendum 2.
273.	28 of 75	Part III – Scope of Work	3.1.3 Project Implementation Schedule Req. #161	If the contractor’s schedule is impacted as a result of the BOS provider or other 3rd party for which the contractor is not responsible, is the contractor expected to remain responsible for meeting the previously Approved schedule?	See Part I, Section 1.5. If the BOS Go-live schedule changes we will address the Operations Go-live change with a Change Order.

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274.	29 of 75	Part III – Scope of Work	3.2.2 Design and Development Support Req. #169	<p>Because of the level of complexity and sizable volume of the documents the contractor may be responsible for reviewing and providing comments on, the contractor may need to deploy additional resources to meet this requirement and fulfill all of the other tasks required during the implementation period.</p> <p>Because the level of effort for this requirement is difficult to accurately estimate, will NCTA please consider compensating the contractor for this item on a cost plus basis?</p>	<p>The BOS design and development will be materially complete at the time of the award of this Contract. Where necessary, the Contractor may be called upon to participate in remaining design reviews.</p>
275.	29 of 75	Part III – Scope of Work	3.2.2 Design and Development Support Req. #170	<p>A. Does NCTA expect the operations contractor to accept any level of liability for functionality gaps or issues of the BOS that the contractor fails to identify?</p> <p>B. What contractual obligation does the BOS provider have that ensures the Contractor will be provided access to the information, meetings, testing, etc. necessary for the Contractor to provide input on functionality gaps or issues related to the BOS?</p>	<p>A. The Contractor is responsible for the Scope of Work in this RFP.</p> <p>B. The BOS design and development will be materially complete at the time of the award of this Contract. Where necessary, the Contractor may be called upon to participate in remaining design reviews.</p>

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276.	30 of 75	Part III – Scope of Work	3.2.3 Report Development Req. #176	Will NCTA please confirm that the contractor is not responsible for maintaining and storing data that exists in the BOS?	Confirmed.
277.	31 of 75	Part III – Scope of Work	3.4 Transition of Operations Req. #185	Will NCTA please confirm that the operator is only responsible for providing checklists that are specific to the operational elements of the transition and not activities that the BOS provider needs to carry out? (It is understood that the contractor and BOS provider will need to work collaboratively during implementation and transition.)	Confirmed.
278.	32 of 75	Part III – Scope of Work	4.1.1 Regular Operations Status Meeting Req. #192	Without knowing when comments will be provided, the contractor will have no way of knowing when the final comments have been provided by all attendees. Will NCTA please specify that meeting attendees will have one Business Day to provide comments on the initial distribution?	Requirement 192 has been modified. See Addendum 2.

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279.	35 of 75	Part III – Scope of Work	4.2 Operations Contractor Provision of Hardware and Software Req. #215	Will NCTA please confirm this requirement pertains to equipment and software the contractor needs to support its own internal business and not equipment and hardware that interfaces with the BOS or that is used in any way to provide services to NCTA or customer service?	Confirmed.
280.	35 of 75	Part III – Scope of Work	4.2 Operations Contractor Provision of Hardware and Software Req. #216	Will NCTA please provide a list of all software that will be supplied by the BOS provider on the workstations referenced in 4.2 above?	The software provided on Contractor-owned hardware is solely provided by the Contractor.
281.	37 of 75	Part III – Scope of Work	4.3.1 General Operational Requirements Req. #233	Will NCTA please clarify which of the referenced third party contractors the Contractor is expected to hire?	These items are examples only and the Contractor shall engage third-party contractors necessary to accomplish the requirements of this Scope of Work.
282.	39-40 of 75	Part III – Scope of Work	4.3.2.5 Transit Account Management	Will NCTA please provide the current and forecasted number of transit accounts?	NCTA does not currently maintain any transit accounts. These accounts will be established following the opening of the I-77 Express Lanes. Eligible transit agencies are recognized, non-profit transit agency buses, rubber-wheeled trolleys, and vans used for mass transportation under applicable laws.

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283.	43 of 75	Part III – Scope of Work	4.3.2.12 Transponder Fulfillment Management Req. #295	A. Is the contractor expected to fund the postage account used for outgoing mail originating from the operations center? B. Is the contractor responsible for paying any costs related to the print/mail house?	A. Yes, this is paid by the Contractor and invoiced as a pass-through cost to NCTA. B. No, the Contractor is not responsible for any printing or mailing costs related to the mail house.
284.	44 of 75	Part III – Scope of Work	4.3.2.13 Transponder Inventory Management Req. #306	Will NCTA please confirm that the BOS transponder inventory module has warranty tracking capability?	Yes.
285.	44 of 75	Part III – Scope of Work	4.3.3 Delinquent Accounts	Will NCTA consider proposals that include the services of a collection agency?	NCTA is not seeking the services of a collections agency as part of this RFP.
286.	46 of 75	Part III – Scope of Work	4.3.4.1 General Requirements Req. #335	The operations contractor can identify issues through its quality monitoring processes, but it is often the BOS provider that will need to identify the impacted accounts/customers. Will NCTA please consider revising this requirement to as follows?	No change to the requirement.

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				“The Contractor, upon discovering issues, shall, to the extent doing so is reasonably possible , identify affected Accounts/customers, and.....”	
287.	47 of 75	Part III – Scope of Work	4.3.4.2 Returned Mail (Nixie) Processing Req. #341	Is the Contractor required to contract for NCOA or skip tracing services or will those services be provided by others?	Provided by others.
288.	48 of 75	Part III – Scope of Work	4.3.5 Interoperability Req. #349	Has a date or estimated date been established for implementation of a regional HUB?	The date has not been determined.
289.	48 of 75	Part III – Scope of Work	4.3.5 Interoperability Req. #356	Will NCTA please confirm that the “on-demand” reporting will be generated by the BOS with little required involvement of the contractor? If significant contractor effort is required to assimilate data (gathering and totaling tick-sheets, running multiple BOS reports to collect various data points, etc.) to generate reports, will NCTA please identify the reports it desires?	The BOS has been designed with a user-friendly ad-hoc reporting function.

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290.	52 of 75	Part III – Scope of Work	4.3.7.5 Financial Activities Reporting Req. #389	Will the contractor be provided access to the BOS database and a report writer to support creation of supplemental BOS reporting?	No. Microsoft Tableau will be provided to supplement ad-hoc reporting.
291.	52 of 75	Part III – Scope of Work	4.3.8.2 System and Organization Control (SOC) Audit Req. #394	Will NCTA please confirm the contractor is only responsible for the SOC I audit cost and not the cost of NCTA internal audits?	Confirmed.
292.	60 of 75	Part III – Scope of Work	4.4.10 Facility Network Communications Requirements	Are the costs of ISP's reimbursed as a pass-through item or is the contractor responsible for the cost?	The security and fire alarm network communications are considered a pass-through. Appendix I has been added as part of Addendum 2 that clarified pass-through costs.
293.	63 of 75	Part III – Scope of Work	5.2 Retail Transponder Sales Req. #511	Will NCTA please confirm that any agreement entered into by NCTA with retailers will include the requirement for the retailer to provide this information to the contractor?	This is optional work and not required at this time.
294.	68 of 75	6.1.1	NCTA Operations Contractor KPI's	Without having the opportunity to review the price/compensation structure, bidders are unable to reasonably calculate the magnitude of the risk of noncompliance. Will NCTA please provide the price sheets and instructions so that bidders	Pricing instructions and price proposal will not be released until after proposers are qualified.

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				have the opportunity to properly the impact of noncompliance?	
295.	68 of 75	6.1.1	NCTA Operations Contractor KPI's CC2 Speed of Answer and CC3 Wait time	Will NCTA please clarify the difference between CC2 "speed to answer" and CC3 "wait time"?	Part III, Section 6.1.1 has been modified. See Addendum 2.
296.	70 of 75	6.1.1	NCTA Operations Contractor KPI's PI Invoice Adjustment A	A. For clarity, will NCTA please revise this requirement as follows? A \$100.00 Liquidated Damage will be assessed for each Business Day day where 2-day performance is below 95% for 2 consecutive Business Days.	Part III, Section 6.1.1 has been modified. See Addendum 2.
297.	70 of 75	6.1.1	NCTA Operations Contractor KPI's PI Invoice Adjustment B	A. For clarity, will NCTA please revise this requirement as follows? Beginning on the third Business Day, \$100.00 Liquidated Damage will be assessed for each Business Day day where 3-day performance is below 100% for 3 consecutive Business Days. Note: As written, if the contractor is subject to paying LD's under KPI A,	Part III, Section 6.1.1 has been modified. See Addendum 2.

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				KPI B could cause the contractor to incur LDs for the same performance deficiency twice.	
298.	70 of 75	6.1.1	NCTA Operations Contractor KPI's P2 Invoice Adjustment B	Will NCTA please clarify if the performance requirement here is 100% in 2 Business Days or if it is still 98%?	Part III, Section 6.1.1 has been modified. See Addendum 2.
299.	71 of 75	6.1.1	NCTA Operations Contractor KPI's P3 KPI "1 business day"	Will NCTA please consider reducing this requirement to something less than 100% for at least some of the channels through which account update requests are received?	The definition for Business Day has been revised and a new definition has been added for a Production Day. Part II has been modified. See Addendum 2. No additional change to this requirement.
300.	71 of 75	6.1.1	NCTA Operations Contractor KPI's P3 Invoice Adjustment Daily Maximum	This question is applicable to several of the performance requirements. When considering the question, we ask that NCTA consider all instances where the assessment of points is made on a "Daily Maximum" basis (P1, P2, P3, P4, P5). Questions: A. Will NCTA please clarify whether the "Daily Maximum" represents the number of points that the contractor will be assessed per day for each Business Day beyond the 5 th Business Day that the contractor is out of	Part III, Section 6.1.1 has been modified. See Addendum 2.

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				<p>compliance?</p> <p>B. Example, for this specific requirement, if a single payment has not been processed by the 5th business day, the contractor would be subject to accumulating 15 points per Business Day beginning on the 6th Business day from the receipt of that payment?</p>	
301.	71 of 75	6.1.1	NCTA Operations Contractor KPI's P4 Reporting	The reporting frequency and the maximum points are measured monthly, but the invoice adjustment indicates the maximum is limited on a daily basis. Will NCTA please clarify?	Part III, Section 6.1.1 has been modified. See Addendum 2.
302.	71 of 75	6.1.1	NCTA Operations Contractor KPI's P4 KPI B	Will NCTA please clarify if the performance requirement here is 100% in 2 Business Days or if it's still 98%?	Part III, Section 6.1.1 has been modified. See Addendum 2.
303.	73 of 75	6.1.1	NCTA Operations Contractor KPI's Definition (Service Request defined as pending action impacting customer Account on BOS)	Will NCTA please clarify how the highlighted text relates to the performance item?	Part III, Section 6.1.1 has been modified. See Addendum 2.

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304.	73 of 75	6.1.1	QI Invoice Adjustment Monthly Rating	We understand the importance of delivering a first rate customer experience, however, we believe the number of points NCTA has assigned to this performance metric is excessive based on the measurement tool. While customer surveys are a great way to arrive at a ballpark estimate of the level of customer satisfaction, unless the number of surveys analyzed meets the number required to produce a result that has a high probability of being accurate, the true results are not known. This is why surveys typically have a margin of error or "statistical accuracy". For example, if NCTA has 200,000 customers it will require 383 survey responses to achieve a 95% confidence level. In this case, the margin of error is +/- 5%, which indicates the results could be skewed by as much as .25 points. This means that a measured satisfaction rate of 4.5, for which 10 points can be assessed, could actually equate to a true satisfaction rate of 4.75 for which no points would be assessed.	A. No. B. No change to the requirement.

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				<p>A. In consideration for the significant impact the survey results can have on the number of points assessed each month, will NCTA please provide the expected statistical accuracy rate of the surveys?</p> <p>B. Will NCTA please consider revising scoring or the number of points that are can be assessed to account for the statistical accuracy or the survey results?</p>	
305.	74 of 75	6.1.1	<p>NCTA Operations Contractor KPI's</p> <p>Q2 Quality Assurance Review Timeliness</p>	To assist bidders with estimating the level of effort required to meet this performance standard, will NCTA please specify the sample size for each type of item the contractor must review?	The Contractor should address this in their QMP. Sample sizes are specified in Requirement #204.
306.	74 of 75	6.1.1	<p>NCTA Operations Contractor KPI's</p> <p>Q4 Reporting (validated by NCTA compliance review)</p>	Will NCTA please confirm this its compliance review will be of the sample set reviewed by the contractor and not a sample set of NCTA's choosing?	Part III, Section 6.1.1 has been modified. See Addendum 2.

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307.	75 or 75	6.1.2	NCTA Operations Contractor KPI Invoice Adjustment Table	When considering the performance scoring and the number of points that can be assessed against the contractor (there are several that, if the contractor were performing at 95% on just a couple of them, would lead to an invoice deduction), will NCTA please reconsider the cumulative number of points and the corresponding invoice adjustment percentage?	Part III, Section 6.1.1 has been modified. See Addendum 2.
308.	Part III page 18	2.5.11	Standard Operating Procedures	Many SOPs are dependent on the BOS and its functionality. At what point in time will the contractor be given documentation or users manuals on how the BOS will function?	Approximately 60 days prior to BOS Go-live.
309.	Part III page 38	4.3.2	NC Quick Pass Support	Question: Do Bill by Mail and Bill by Email function the same? Are there any operational differences besides how the customer is alerted?	There are no operational differences. See Appendix D NC Quick Pass Business Policies Draft.
310.	Part III page 39	4.3.2.2, 252.	Account Management	<p>Many of the following functions are generally handled by the BOS and updated automatically.</p> <p>How will the operations team utilize the following:</p> <ul style="list-style-type: none"> DMV/owner lookup services 	Some functionality will be automated but in some cases manual account updates are required dependent upon how the updated account information is received.

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				<ul style="list-style-type: none"> • CC update services • Skip trace • Collections 	
311.	Part III page 40	4.3.2.9	Merging and Unmerging Accounts	Question: Can NCTA confirm that the BOS will have the functionality to merge various customer accounts, and that it will just be up to the operations vendor to utilize the functionality	Confirmed. Detailed SOPs will need to be developed controlling the use of the merge feature.
312.	Part III page 50	4.3.7.3	Cash and Check Processing	Question: Can NCTA provide the current number of lockbox exceptions that are processed daily/weekly/monthly?	We do not have this information. The current contractor can process lockbox exceptions with 2 FTEs.
313.	Part III page 61	4.5.1	Special Event Support	Question: Can NCTA provide additional detail around any heavy equipment or special vehicle needs to support the special events.	No heavy equipment is needed for special events.
314.	Section IV	6.1.1	NCTA Operations Contractor KPI Table	<p>Several of the KPIs have a strong dependency on the BOS and BOS performance.</p> <p>Question: Can NCTA please clarify how they will manage operational KPIs which are impacted by the BOS performance?</p>	Please refer to Part III, Section 6.1., last paragraph.

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315.	Part I, Page 4 of 29	1.3.7	Planned Toll Projects	<p>Appendix C provides July 2019 to Jan 2019 volumes.</p> <p>Question: Can NCTA provide estimated volume projections for the planned projects</p>	<p>Appendix C has been updated to include February and March 2019 operations statistics. In addition, Appendix J has been added. See Addendum 2.</p>
316.	Part I, Page 13 of 29	2	RFP Inquiries	<p>Question: Will there be an additional Q&A period for short listed firms.</p>	<p>NCTA is taking this under consideration. Any changes to the procurement process will be addressed in a future addendum.</p>
317.	Part I, Page 17 of 29	D, A	Qualification Package Section 2: Experience and Qualifications, Key personnel	<p>Proposers are required to name the above Key Personnel. In the Qualification Package phase, Proposers are permitted, but not required to, name additional Key Personnel.</p> <p>Question: Will the key staff named over the required two impact the scoring in the qualification package?</p>	<p>Part I, Section 5.1.2.1.D The requirement has been modified. See Addendum 2.</p>
318.	Part I, Page 17 of 29	D, A	Qualification Package Section 2: Experience and Qualifications, Key personnel	<p>Proposers are required to name the above Key Personnel. In the Qualification Package phase, Proposers are permitted, but not required to, name additional Key Personnel.</p>	<p>Confirmed. Key personnel positions can be held by sub-contractors.</p>

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				Question: Can key personnel positions be held by subcontractors, or are they required to be staffed by the prime contractor staff?	
319.	60 of 75	4.5, 474	Marketing and Public Relations Support	<p>The Contractor shall supply staff and other support to assist NCTA with marketing and outreach activities such as special events, company/employer on-sites, and other marketing opportunities, and, at NCTA's direction, participate in media events.</p> <p>Question: What is the average number of special events per year supported?</p>	Attendance at special events vary month to month. Staffing for these events typically include one (1) to two (2) supervisors and up to six (6) supporting CSRs.
320.	17 of 75	2.5.11	Standard Operating Procedures	Question: Is the expectation that completely new SOPs are developed, or will existing SOPs be provided for modification to accommodate new BOS functionality/SOPs?	It is the expectation that new SOPs will be developed by the Contractor.
321.	Part III, Page 23 of 75	2.6	Telephony/IVR System Requirements	The Contractor is responsible for using the telephony/IVR system to perform high quality and convenient	Yes.

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				<p>customer service and to maximize efficiency and report on call center activity</p> <p>Question: The Telephony system is RingCentral. Does RingCentral also provide the IVR functionality?</p>	
322.	Part III, Page 60 of 75	4.5, 481	Marketing and Public Relations Support	<p>The Contractor shall coordinate with NCTA, NCTA's consultants and the BOS</p> <p>contractor to update the BOS provided IVR with message content or call tree flow.</p> <p>Question: Will the Contractor have direct access to making modifications in the IVR, or will the BOS contractor implement any IVR changes?</p>	<p>Any changes to the IVR outside of emergency configuration changes (e.g. office closure due to storm) will be made by the BOS contractor.</p>
323.	Part III, Page 25 of 75	2.8	Pass-through Costs	<p>The Contractor is responsible for purchasing these Services and materials and will seek reimbursement from NCTA as a pass-through cost with no mark-up.</p> <p>Question: Will NCTA consider a small upcharge percentage on top of pass through costs to account for handling/cost of money?</p>	<p>The Contractor is responsible for managing the entire NC Quick Pass and NC Ferry Customer Services and as such is responsible to acquire all necessary materials and Services to ensure uninterrupted operations. Markup of these invoices is not allowed.</p>

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#	Page	Section	Section Title	Proposer Question	NCTA Response
				Question: Can NCTA provide a list of pass-through cost categories?	
324.	Part III, Page 28 of 75	3.1.4, 163	Office Space	<p>The Contractor shall be responsible for providing Project office, meeting and training space for Contractor personnel until transition to Ongoing Operations occurs.</p> <p>Question: How many NCTA staff does the space need to accommodate in addition to Contractor's staff?</p> <p>Question: Is the project space a pass through cost?</p>	<p>A. NCTA does not intend to embed any NCTA staff with the Contractor.</p> <p>B. The space should be part of the Operations Implementation pricing, and not considered a pass-through.</p>
325.	Part III, Page 23 of 75	2.6, 123	Telephony/IVR System Requirements	<p>The Contractor shall track and regularly report on all call activity using BOS tools, reports and dashboards.</p> <p>Question: Will all IVR/ACD reports and reporting be required to flow through the BOS, or will some reports be derived from the IVR/ACD systems directly?</p>	<p>The referenced reporting capability will be native to RingCentral.</p>

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326.	Part III, Page 28 of 75	3.1.4, 164	Office Space	<p>The Contractor shall be responsible for its own computers and networking equipment for the Contractor's Project office.</p> <p>Question: Will access from the project office to BOS Training systems be available via VPN or other connectivity option?</p>	NCTA envisions providing a secure network and required hardware at the Contractor's project office or designated training space, to establish a training environment.
327.	Part III, Page 35 of 75	4.2, 215	Operations Contractor Provision of Hardware and Software	<p>The Contractor shall be responsible for providing all workstations, laptops, iPads, printers, connectivity, and other hardware for Contractor staff and employees that are required to perform Contractor's responsibilities under the Contract not related to operating the BOS.</p> <p>Question: Will these systems external to the BOS have access to the BOS as needed to run reports and analyze data for the purpose of meeting reporting and planning requirements?</p>	No.
328.	Part III, Page 35 of 75	4.2, 217	Operations Contractor Provision of Hardware and Software	<p>The Contractor shall be responsible for furnishing, installing, testing, and enabling antivirus, anti-intrusion, PCI and personally identifiable information (PII) compliant and other security applications on all Contractor-provided computer equipment accessing or containing any Project,</p>	Contractor provided systems shall not access the BOS or any BOS subsystem (e.g. IVR/ACD). Part III, requirement 217 has been modified and Section 4.3.8.3 has been modified. See Addendum 2.

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				customer, or other NCTA data during the term of the Contract. Question: As contractor systems will be accessing BOS and IVR/ACD for reporting only, can the contractor seek to use an appropriate SAQ?	
329.	Part III, Page 35 of 75	4.2, 220	Operations Contractor Provision of Hardware and Software	Any internal Contractor networking Requirements, such as WiFi, shall be the responsibility of the Contractor. Question: Will BOS contractor be required to coordinate firewall rules with Contractor, or will independent firewall be required to isolate Contractor from BOS?	There will be no network interconnectivity – any wired or wireless network(s) introduced for security or administrative functions shall be completely independent of the BOS network.
330.	Part III, Page 52 of 75	4.3.8.3, 397	PCI Audits	The NC Quick Pass and NC Ferry Operations Service Center is classified as a Level I merchant. As such, the Contractor shall retain a highly qualified and credentialed third party firm to annually certify that all processes and practices of the Contractor meet or exceed PCI standards. NCTA shall Approve the PCI compliance subcontractor and the cost of annual exams shall be borne by the Contractor and shall not be considered a pass-through cost to NCTA.	Part III, Section 4.3.8.3 has been modified. See addendum 2

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				<p>Question: Will the BOS PCI scope be considered separate from the Customer Service PCI scope such that independent ROC, SOC, and AOC are required?</p> <p>Question: As the BOS is responsible out to the workstation, Ring Central responsible out to the Phone. Please validate CSC scope is expected to be limited to Service Operations and Contractor provided systems.</p>	
331.	Part III, Page 25 of 75	Section 2.8	Pass-Through Costs	<p>Section 2.8 of Part III, Scope of Work and Requirements sets forth that the Contractor “shall procure all materials, supplies, Services, utilities, and maintenance necessary to provide the Services required in this Scope of Work” to ensure uninterrupted operations, and will seek reimbursement from NCTA as a pass-through cost with no mark-up.</p> <p>However, “Services” is a defined term in Part II, Defined Terms and Acronyms, and shall mean “the duties and obligations undertaken by the Contractor to fulfill, the Part III, Scope of Work and Requirements,</p>	Part III, Section 2.8 introduction has been modified. See Addendum 2.

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				<p>terms and conditions of the Agreement.”</p> <p>Are the “Services” to be procured by the Contractor to complete the work above – as a pass-through cost – distinct from the “Services” as that term is defined and used throughout the Contract – as part of the lump sum compensation?</p>	
332.	Part III, Page 56 of 75	Section 4.4.2	Facilities Equipment and Systems Management	Question: Can NCTA confirm repairs to HVAC systems, facility security and access control systems, electrical systems, and network communications systems as pass-through costs?	Confirmed.
333.	Part IV, Page 10 of 24	Section 2.6	Contract Terms	Question: Will NCTA consider negotiation of contract terms or do we need to submit exceptions as part of the RFP process?	Part I, Section 5.1.2.1.H has been modified. Exhibit D-11 has been added. See Addendum 2.
334.	Part IV, Page 10 of 24	Section 2.6	Contract Termination	Question: Will NCTA consider including a termination provision for the Contractor in the event NCTA does not or is unable to pay the Contractor?	See Part IV, Terms and Conditions section 3.7.32. No change to the RFP.

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335.	Part IV, Page 19 of 24	Section 3.7.11	Dispute Resolution	Question: Will NCTA consider adding an arbitration provision as part of the dispute resolution process?	No change to the RFP.
336.	Part IV, Page 21 of 24	Section 3.7.16	General Indemnity	Question: Will NCTA consider a cross-indemnity provision for claims arising out of penalties which are deemed to be excessive pursuant to state or federal constitutions and for following NCTA's Business Rules?	No change to the RFP.
337.	Part IV, Page 23 of 24	Section 3.7.27	Force Majeure	Question: Will NCTA consider adding the failure of the BOS Contractor to cooperate with the Operations Contractor as constituting a Force Majeure event?	Contractor shall not be deemed to be in default if prevented from performing obligations as a result of events beyond its reasonable control. No change to the RFP.
338.	Part I, Page 12 of 29	1.28	Insurance Requirements	Question: Can NCTA please define "material change" or consider striking the term from the contract.	Part I, Section 1.28 has been modified. See Addendum 2.
339.	Part I, Page 12 of 29	1.28	Insurance Requirements	It is common practice for Professional Liability policies to be issued with a Retention rather than a deductible. Question: Will NCTA consider that allowance.	Part I, Section 1.28 has been modified. See Addendum 2.

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340.	Part I, Page 27 of 29	8.1	Bonding Requirements	Question: Will NCTA supply specific bond formats that the awarded contractor will be required to use?	The form bond shall be provided by NCTA to Short-listed Proposers.
341.	Part I, Page 27 of 29	8.1	Bonding Requirements	Question: Are there separate bond formats for the initial Operations Implementation phase and the On-going Operations Phase?	No. Part I, Section 8.1 has been modified. See Addendum 2.
342.	3&4	I -1.3	NCTA Toll Program	Please provide the current organizational chart and FTE count by position for the (3) Customer Service Centers and the Operations Center.	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.
343.	3&4	I-1.3	NCTA Toll Program	Will any of the existing employees be available for hire by the new contractor?	It is the Contractor's responsibility to hire. Employee hiring should be addressed in the Proposer's Approach to Operations Implementation and in the Transition Plan.
344.	16	I-5.1.2.1.C.G	Content of Qualification Package	Are the Financial Statements to be sent as one separate sealed copy with the original, or is a sealed copy also to be sent with the 6 additional copies?	One original copy of the Financial Statements are to be submitted in a separate sealed envelope in their original format.

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345.	17	I-5.1.2.1.D.B.i	Content of Qualification Package	What is the current rate of retention or rate of turn-over in the Operations Center?	This information will not be made available.
346.	3	III-2.2.2	Key Personnel	Would you consider a Project Manager who has run all facets of major tolling projects as Sr. Operations Manager but not held the title of PM for 3 years?	Part III, requirement 16 has been modified. See Addendum 2.
347.	4	III-2.3	Staffing Requirements	For each position, what are the current wage scales?	The rate at which the current contractor pays its CSRs is not known to NCTA.
348.	5	III-2.3	Staffing Requirements	"All in-person customer facing staff shall wear NCTA-Approved uniforms." Is the NCTA or Contractor responsible for purchasing/renting the uniforms?	Uniforms are paid by the Contractor and invoiced as a pass-through cost to NCTA.
349.	20/69	III-2.5.12.97	Monthly Operations Report	The 7 th bullet under operational statistics mentions "Registered video accounts." That account type is not defined elsewhere. What is it?	See Appendix D-NC Quick Pass Business Policies Draft.
350.	21/70	III-2.5.14.110	Facility Management Plan	Which subcontractors do we need to identify, whether a Disadvantaged Business or not, for the Qualification Response?	It is expected Proposers will have their SPSFs identified and included in the Qualification Package.

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351.	25/74	III-2.7.1.131	General Training Requirements	Will the training space at the Operations Center be available for use by the Contractor during the Operations Implementation Phase?	No.
352.	27/76	III-3.1.2.155	Weekly Project Coordination Meetings	Will there be meeting space available at the Operations Center for use by the Contractor for the weekly meetings during the Operations Implementation Phase?	No. The Contractor shall have an offsite facility available to conduct meetings.
353.	28/77	III-3.1.4	Office Space	If the Contractor must provide the office space for training during the Implementation Phase, will the BOS contractor be responsible for providing access and PCs for training on the new BOS?	NCTA envisions providing a secure network and required hardware at the Contractor's project office or designated training space, to establish a training environment.
354.	36/85	III-4.3.1	General Operational Requirements	"The Contractor shall provide NC Ferry reservation call center Services 6 a.m. and 6 p.m. Eastern Time, seven (7) days a week." Please confirm this is 365 days a year, including holidays.	See Part I, Section I.4.1.
355.	37/86	III-4.3.1	General Operational Requirements	"The Contractor shall be responsible for procuring, purchasing, receiving, inventorying and storing all necessary materials and supplies required to manage and operate the NC Quick Pass and NC Ferry Customer Service Centers and perform Facility Management as detailed in the Contract." Does this apply to procurement of tag/transponder	Welcome kits and mailing materials are to be procured by the Contractor and invoiced as a pass-through cost to NCTA. Transponders are purchased by NCTA directly.

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				inventory? If so, how quickly will NCTA reimburse Contractor?	
356.	37/86	III-4.3.1	General Operational Requirements	<p>“The Contractor shall be responsible for procuring, purchasing, receiving, inventorying and storing all necessary materials and supplies required to manage and operate the NC Quick Pass and NC Ferry Customer Service Centers and perform Facility Management as detailed in the Contract.” Does the contractor, BOS contractor or NCTA negotiate with the supplier of the tag inventory?</p>	Transponders are not considered materials and supplies. See Part I, Section 4.2.3.13.
357.	37/86	III-4.3.1.233	General Operational Requirements	Are all the third-party contractor costs for services at the center (except for the auditors) be a pass-through expense?	No change to the requirement. Appendix I has been added as part of Addendum 2 that clarified pass-through costs.
358.	42/91	III-4.3.2.12.289	Transponder Fulfillment Management	Would a third-party pre-sort service be a pass-through expense?	Yes.

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359.	44/93	III-4.3.2.13.315	Transponder Inventory Management	Would a disposal service for the transponders be a pass-through expense?	Yes.
360.	45/94	III-4.3.3.2.323	Collections Support	If a collections agency is used, is the contractor or NCTA responsible for selecting the agency? If the contractor, is it a pass-through expense?	The collections contract is contracted through NCTA.
361.	53/102	III-/1174.3.9.403	Records Management and Public Disclosure Requests	Would a third-party service for document shredding be a pass-through expense?	Yes.
362.	68/117	III-6.1.1	NCTA Operations Contractor KPI Table	<p>You provided the KPI goals. Please provide the current averages for the following:</p> <ul style="list-style-type: none"> • Average Handle Time • Average Speed of Answer • Abandoned Percentage • Average Wait Time 	Current KPI averages may have no relation to performance under the new Contract due to implementation of the new BOS. No additional information will be provided as part of this procurement.
363.	68-69/ 117-118	III-6.1.1.CC2/ CC3	NCTA Operations Contractor KPI Table	What is the difference between Speed to Answer and Wait Time? The definitions seem similar, but the KPI is different for each. If the same, what is the expected KPI?	Part III, Section 6.1.1 has been modified. See Addendum 2.

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364.	23/29	III-6.2.1.1.2	Price Proposal Content and Format	What are NCTA expectations as to the approach to the pricing? (fixed or flexible; hourly or otherwise)	Pricing instructions and price proposal will not be released until after proposers are qualified.
365.	I	IV-1.2	Payment Terms and Conditions	What is the average number of days it takes to stamp/approve an invoice? What is the average number of days it takes to pay an invoice once approved?	Invoices are paid within 30 Calendar Days after receipt, assuming the invoice is "correct" when received; the approval process is assumed to be within the 30-calendar-day period. Should an invoice not be approved, the payment term of net 30 Calendar Days will restart upon receipt of the revised invoice.
366.	I&2	Appendix C	NCTA 2018 Operations Statistics	Appendix C provides actual statistics for the recent seven months. Will NCTA provide estimates or assumptions for future years volume as the services expand?	Appendix C has been updated to include February and March 2019 operations statistics. In addition, Appendix J has been added. See Addendum 2.
367.	I&2	Appendix C	NCTA 2018 Operations Statistics	Do you anticipate the new BOS having significant impact on any of the current statistics? (i.e. length of call, IVR/Agent call split, etc.)	One intent of acquiring a new BOS was to make NC Quick Pass Operations more efficient and it is NCTA's expectation the new BOS will provide a more streamlined process from an overall operations perspective.

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368.	23	Appendix E	Morrisville Lease Agreement	The existing lease for the Morrisville center has been extended through September 2019. Will the new service center contractor be responsible for negotiating a new lease or will the options on the existing lease be extended?	NCTA's intent is that the existing lease will transfer to the Contractor at Go-live.
369.	23	2.6	Telephony/IVR System Requirements	What is the telephony/IVR system, version, release, ect.	RingCentral will be implemented. The specific version has not yet been determined.
370.	24	2.6	Telephony/IVR System Requirements	What is the call recording system? Is it separate or part of the telephony/IVR system?	Call recording will be provided within the overall RingCentral implementation.
371.	34	4.1.5	Business Operations Continuity/Disaster Recovery	Will the system be capable of work from home agents and is that permitted?	The BOS is capable of supporting work from home agents. In the event of a disaster, NCTA will work with the Contractor to determine the most effective method for business resumption.
372.	Part I, p. 3	1.3.3	NC Quick Pass Customer Service Centers	Please provide current headcounts at each site to enable transition planning.	No additional information on existing headcount or staffing levels will be provided as part of this procurement. It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work.

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373.	Part I, p. 3	1.3.3	NC Quick Pass Customer Service Centers	Please provide lease information on the CSC at 8015 W. W.T. Harris Blvd. in Charlotte.	There is no lease for the Charlotte CSC. Terms of the Charlotte CSC are part of the I-77 Concession Agreement. Appendix G will not be released until after proposers are qualified.
374.	Part I, p. 5	1.5	NC Quick Pass BOS Technology	...Scheduled go-live in late 2019. Please provide a current copy of the BOS transition plan.	The Transition Plan has not yet been prepared.
375.	Part I, p. 15	5.1.2	Response instructions	In our experience, spiral binding is prone to mechanical errors, particularly when tabs are required. Will the State accept 3-ring binders?	No change to the requirement.
376.	Part I, p. 21	6.1.1	Response instructions	Same question, with significantly greater impact on larger bound submissions. Will the State accept 3-ring binders?	No change to the requirement.
377.	Part III, p. 4	2.3	Staffing Requirements Req #20	Please provide current metrics on volume of calls conducted in Spanish, broken out as call for Quick Pass versus Ferry customers.	It is incumbent on Proposers to propose an organizational chart to fulfill the requirements of the Scope of Work. For purposes of estimating bilingual staffing assume no more than 5 percent of Spanish language customer contacts.

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378.	Part III, p. 5	2.5.1	General Documentation Requirements, Req. 24	In our experience, State clients usually require that project documentation reside on a state-hosted repository, such as Microsoft SharePoint. Please clarify whether Contractor or State will provide the document repository.	Part III, requirement 32 has been modified. See Addendum 2.
379.	Part III, p. 21	2.5.14	Facility Management Plan Req 108	Please provide copies of Facility Management Plans for each of the three current facilities.	The Facility Management Plans are new and will be developed by the Contractor as part of this Scope of Work.
380.	Part III, p. 23	2.6	Telephony/IVR System Requirements	Please clarify whether the telephony/IVR provided by the BOS contractor will also serve as the telephony/IVR system for Ferry support.	Confirmed.
381.	Part III, p. 25	2.7.2	Training Materials	<p>Deliverable IMP-6 for the BOS RFP is entitled, "End User Training and Documentation." These BOS deliverables are also identified by reference at Requirement 169 of the CSC RFP.</p> <p>Please clarify the relationship between BOS deliverable IMB-6 (cited in CSC Requirement 169) and the CCS deliverables required by 2.7.2</p>	The BOS design and development will be materially complete at the time of the award of this Contract. Where necessary, the Contractor may be called upon to participate in remaining design reviews.

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382.	Part III, p. 30	3.2.4	Formal Testing Support Req. 178	It appears that the CCS vendor will execute user acceptance testing (UAT) for the BOS. Please confirm or identify other parties conducting UAT of the BOS on behalf of NCTA.	No change to the requirement.
383.	Part III, p. 35	4.2	Operations Contractor Provision of HW/SW (general)	We assume the incumbent CCS vendor will transfer existing furniture/furnishings at all three locations. Please confirm.	Confirmed. All furniture/furnishings are owned by NCTA.
384.	Part III, p. 35	4.2	Operations Contractor Provision of HW/SW (Req. 215)	Text implies CSC vendor must provide HW/SW for Ferry support, possibly including telephony and Wi-Fi. Please clarify.	Part III, requirement 215 has been modified. See Addendum 2.
385.	Part III, p. 35	4.2	Operations Contractor Provision of HW/SW (Req. 218)	Please clarify whether the telephony system is intended for calls related to BOS, Ferry, or both.	Both will be handled by the BOS contractor provided telephony solution.
386.	Part III, p. 35	4.2	Operations Contractor Provision of HW/SW (Req. 219)	Text is specific to BOS. Please clarify whether contractor must provide consumables related to Ferry support.	Part III, requirement 219 has been modified. See Addendum 2.

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387.	Part III, p. 35	4.2	Operations Contractor Provision of HW/SW (Req. 220)	Please identify the party responsible for providing Wi-Fi needed for Ferry support.	Requirement 220 is not related to Wi-Fi for Ferry operations.
388.	Part III, p. 36	4.3.1	General Operational Requirements, Req. 226	We assume the Ferry reservation Call Center is located at the Monroeville CSC and shall remain there. Please confirm or clarify.	Confirmed.
389.	Part III, p. 39	4.3.2.2	Account Management, Req. 255	We assume BOS vendor will provide scanning equipment and infrastructure for this task. Please confirm.	Confirmed.
390.	Part III, p. 42	4.3.2.12	Transponder Fulfillment Management, Req. 288	We assume BOS vendor will provide all equipment needed to test the transponders. Please confirm.	NCTA will provide the equipment.
391.	Part III, p. 42	4.3.2.12	Transponder Fulfillment Management, Req. 289	Please describe current pre-sort functionality and/or ZIP-related sorting available in the new BOS.	This would need to be performed by a third-party service provided.

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392.	Part III, p. 52	4.3.8.3	PCI Audits	We assume the BOS vendor and the State are responsible for PCI-DSS compliance of the two technical systems (BOS and Ferry systems, respectively) and the requirement pertains to our team's business processes using those systems. Please confirm.	Part III, Section 4.3.8.3 has been modified. See addendum 2.
393.	Part III, p. 55	4.4.1	General Facility Mgmt. Requirements, Req. 417	We assume all three facilities are currently ADA-compliant. Please confirm.	There are no known code concerns with the NC Quick Pass facilities.
394.	Part III, p. 60	4.4.10	Facility Network Communications Requirements, Req. 471	Please identify the party responsible for network communications needed to support the State-provided Ferry system.	The BOS contractor.
395.	10 of 29	Part I, Sec 1.24	Listing of Subconsultants or Subcontractors	The RFP states: <i>"The Proposer, at the time of Qualification Package Submittal, shall submit a list of all known SPSF that will participate in the performance of the identified Work"</i> . Since the selection of project subcontractors is done in conjunction with our costing effort for our Price Proposal – which for this RFP is submitted several months later than the Qualifications Package – may proposers submit the subcontractors' RS-2 forms with the Price Proposal?	No. It is expected Proposers will have their SPSFs identified and included in the Proposal for the Qualification Package evaluation.

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396.	11 of 29	Part 1, Sec 1.27	Federal Aid Requirements	Will this project receive Federal funding and implicate Davis/Bacon payment criteria?	There is the potential of Federal funding for this project. NCTA will provide direction relating to any prevailing wage requirements to the short-listed proposers.
397.	11 of 29	Part 1, Sec 1.23	Contractual Obligations	<p>Section 1.23 states: <i>“Further, all exceptions shall be taken in accordance with the instructions set forth in in Part I, Administrative, Section 5.1.2.1 Content of Qualification Package (H. Qualification Package Section 6.”</i></p> <p>However, this section does not mention exceptions.</p> <p>Where should proposers include exceptions to the RFP language?</p>	Part 1, Section 5.1.2.1.H has been modified. Exhibit D-11 has been added. See Addendum 2.
398.	13 of 29	Part 1, Sec 3.1	Procurement Schedule	Will NCTA grant an extension to the proposal due date?	Addendum 1 modified Part 1, Sec 3.1.
399.	13 of 29	Part 1, Sec 3.1	Procurement Schedule	Regarding Procurement Schedule Table 3-1: would NCTA allow for another round of questions after short-list notification, so as the proposers are finalizing their response	NCTA is taking this under consideration. Any changes to the procurement process will be addressed in a future addendum.

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				and pricing sheets, they have the option to ask additional questions?	
400.	15 of 29	Part I, Sec 5.1.2	Response Instructions	This section states that proposals must be spiral bound. Will NCTA accept proposals that are bound in a 3-ring binder?	No change to the requirement.
401.	15 of 29	Part I, Sec 5.1.2.1	Content of Qualification Package	Please verify the Table of Contents is not included in the 40-page limit for the Qualifications Package.	The Table of Contents are not included in the 40-page limit.
402.	17 of 29	Part I, Sec 5.1.2.1.D, B & C	Qualification Package Section 2: Experience & Qualifications	What are the current staffing levels by position for the existing CSCs?	The current operations contract and BOS contract requirements are materially different than the new requirements. Therefore, the staff count today may have no relation to the staff count under the new contract and will not be provided.
403.	23 of 29	Part I, Sec 6.2.2	Contract Payment and Performance Bond	Is NCTA's preference for shortlisted proposers to submit a bid bond or surety letter <i>or both</i> as evidence of ability to obtain the necessary bonding in support of this Contract?	No change to the RFP.

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404.	54 of 75	Part III, Sec 4.4	Facility Management	Can NCTA please provide a range for the total facilities pass-through costs?	Appendix I has been added as part of Addendum 2.

Section B - Official Revisions to the NC Quick Pass and NC Ferry Customer Service Operations RFP

REVISIONS: Following are the revisions to the RFP documents for Addendum 2.

- I. Part I Administrative, Section 1.2. Procurement Process, a new 5th paragraph has been modified as follows:

Pricing Forms will be provided only to Short-listed Proposers. Descriptions of the anticipated pricing form sections are as follows:

Implementation Phase

Lump Sum Price—to be paid in intervals as work commences and milestones and deliverables are completed:

- All work and training required for the Implementation Phase up to and including Go-Live

On-Going Operations Phase

Fixed Price—to be paid monthly:

- Annual prescribed operation and staffing for each of the Morrisville, Monroe, and Charlotte Walk-in CSCs
- The six management positions identified in the RFP
- Operation and supervision of the Financial Management function. Does not include the Finance Manager included in management staff above
- Operation and supervision of the Quality Management function. Does not include Quality Assurance / Training Manager included in management staff above and does not include CSR labor for QA testing/sampling

Per Unit Prices—to be paid monthly and calculated based on unit price and volume:

Per unit pricing is intended to cover certain NC Quick Pass and Ferry Reservation functions related to the call center, quality control, customer walk-in volume, and other procedural activities. Per unit prices apply to such items as:

- Production Call Hour
- QA items reviewed
- Web/Correspondence Items 1
- Web/Correspondence Items 2
- Per Fulfillment (not per tag fulfilled)
- Walk-in customer handling above a certain threshold
- Lockbox Exceptions

Per Hour Labor Rates—to be paid monthly based on actual expenditures:

Per hour labor pricing is intended to cover specific NC Quick Pass and Ferry Reservation Scope of Work functions, such as:

- Administration of the Fleet / Commercial Accounts
- Administration of Transit Accounts
- Elevated issue - customer handling

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- Attendance at special events

Per Hour Labor Rates are also intended for Task Orders, Change Orders, Extra Work, and other situations when additional staff work is requested by NCTA that is supplemental to, or outside of the Scope of Work.

Training Price—applicable to the On-Going Operations Phase and not for the initial training:

NCTA expects and emphasizes the need for training needs following Go-Live, however NCTA also expects efficiency and cost control when it relates to continuous refresher training, training needs due to attrition, or other training needs related to typical On-Going Operations.

Short-listed firms will be required to propose an annual training budget, that will be calculated as a percentage of actual total monthly contract costs. It is up to the Contractor to manage their training costs and NCTA will not be privy to actual Contractor training costs.

2. Part I Administrative, Section I.3.5. NC Quick Pass CSC and Operations Center Activity Levels, Appendix C has been replaced in its entirety.
3. Part I Administrative, Section I.3.7. Planned Toll Projects, Appendix J Transaction Information has been added to complement this section.
4. Part I Administrative, Section I.28 has been modified as follows:
The NCTA shall be named as an “additional insured” on all applicable coverage. The Contractor shall provide NCTA with certificates issued by the insurer showing the required coverage to be in effect, and showing NCTA to be an additional insured. Such policies shall provide that the insurance is not cancelable except upon thirty (30) Calendar Days prior written Notice to the NCTA. The certificates and policies shall provide that in the event of any material change in or cancellation of the policies reflecting the required coverage, thirty (30) Calendar Days advance Notice shall be given to the NCTA, or as provided in accordance with North Carolina law. Material change, includes but is not limited to changes in limits, coverage, or status of the policy. Copies of all insurance policies, and endorsements shall be provided to the NCTA upon request.
5. Part I Administrative, Section I.28 Insurance Requirements has been modified as follows:
The NCTA reserves the right to review all insurance coverage and amounts of insurance coverage on an annual basis, and to require the Contractor to adjust the insurance coverage and amounts of insurance coverage based on industry standards for contracts of this size and type. Contractor shall timely pay all premiums and deductibles when due for all insurance coverage required herein. ~~The NCTA will not accept Self Insurance Retention (SIR).~~
6. Part I Administrative, Section 5.1.2.I.D. Qualification Package Section 2: Experience and Qualifications, item A. has been modified as follows:
 - A. Provide an overview of the following Key Personnel, and why they were chosen for this proposal.
 - a. Project Manager; and

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- b. Customer Service Manager or similar titled position (person in charge of overall call center customer service).

Note: Proposers are required to name the above Key Personnel. ~~In the Qualification Package phase, Proposers are permitted, but not required to, name additional Key Personnel. All named additional Key Personnel shall have resumes and references supplied as instructed below. Additional Key Personnel named will not be considered. Additional Key Personnel named will not be considered.~~

- 7. Part I Administrative, Section 5.1.2. Response Instructions has been modified as follows:

Qualification Package body text shall be single-spaced, a minimum of 11-point Arial font, printed on both sides of the page. Each page header and/or footer shall include the Proposer’s name, along with page numbers and date of the Qualification Package.

- 8. Part I Administrative, Section 5.1.2.1.H. Qualification Package Section 6: Forms and Submittals, Table 5-2: Forms and Submittal Checklist has been modified as follows:

Form #	Form/Submittal Name	Location in RFP	Location of Form/Submittal in Qualification Package
Forms to be Submitted			
D-1	Proposer Reference Form	Exhibit D-1	Qualification Package Section 6
D-2	Key Personnel Resume Form	Exhibit D-2	Qualification Package Section 6
D-3	Subconsultant or Subcontractor Form RS-2	Exhibit D-3	Qualification Package Section 6
D-4	Proposer Questions Form	Exhibit D-4	N/A: To be used for submission of Proposer questions to NCTA.
D-5	Acknowledgment of Receipt of Addenda Form	Exhibit D-5	Qualification Package Section 6
D-6	Non-Collusion Form (Corporation)	Exhibit D-6	Qualification Package Section 6
D-7	Non-Collusion Form (Individual with a firm Name)	Exhibit D-7	Qualification Package Section 6
D-8	Non-Collusion Form (Individual)	Exhibit D-8	Qualification Package Section 6
D-8	Non-Collusion Form (Limited Liability)	Exhibit D-9	Qualification Package Section 6
D-10	Non-Collusion Form (Partnership)	Exhibit D-10	Qualification Package Section 6
<u>D-11</u>	<u>Adherence to the Terms and Conditions Form</u>	<u>Exhibit D-11</u>	<u>Qualification Package Section 6</u>

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9. Part I Administrative, Section 6.1.1. Response Instructions has been modified as follows:

For the Proposer response to the Approach to Organizational Management, Part I, Administrative, Section 6.1.2 Content of Operational Concept Packages, Item C-2, the body text shall be single-space, a minimum of 11-point Arial font, printed on both sides of the page. Each page header and/or footer shall include the Proposer's name, along with page numbers and date of the proposal.

10. Part I Administrative, Section 8.1. Notification of Award, Paragraph I Payment and Performance Bonds, Subsection a. has been modified as follows:

I. Payment and Performance Bonds:

- a. Within 14 days of Notification of Award, the selected Contractor shall obtain Payment and Performance bonds each in the amount of the year one Contract price, as finalized by the Contractor and NCTA, which will include an amount equal to the Staffing and Operations Implementation Phase lump sum, and the year one operations annual sum of the On-going Operations Phase. All bonds shall be in conformance with G.S. § 44A-33. The corporate surety furnishing the bonds shall be authorized to do business in the State.

11. Part II Defined Terms and Acronyms, has been modified as follows:

Business Day	A day, excluding NCTA observed Holidays, <u>Saturdays</u> and Sundays.
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<u>Production Day</u>	<u>A day, excluding NCTA observed Holidays and Sundays.</u>
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Additionally, Appendix H has been revised to reflect these changes.

12. Part III Scope of Work and Requirements, Section 2.1. General Operations Requirements, Requirement I has been modified as follows:

I.	The Contractor shall provide all Services in accordance with applicable Laws and Regulations and in compliance with all NCTA policies, and the Terms and Conditions of the Contract. The Contractor shall obtain Approval by NCTA for all plans and procedures.
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13. Part III Scope of Work and Requirements, Section 2.1. General Operations Requirements, Requirement 4, has been modified as follows:

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4.	<p>The Contractor shall be responsible for documenting meeting notes, and distributing a draft copy to all meeting attendees within one (1) Business Day for review. <u>The Contractor shall have one week to wait for comments.</u> Should any meeting attendee submit comments and/or modifications to the Contractor, the Contractor shall have one (1) Business Day to update the meeting notes and distribute them to other meeting attendees. Meeting notes captured during every meeting shall capture, at a minimum:</p> <ul style="list-style-type: none"> • List of meeting attendees; • Summary of notes for each agenda topic; • Summary of notes for additional non-agenda items discussed; • Action items, including responsibility party and any associated due dates; • Decisions made during the meeting; and • NCTA direction provided during the meeting.
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14. Part III Scope of Work and Requirements, Section 2.2.2. Key Personnel, Requirement 16 has been modified as follows:

16.	<p>The Contractor shall staff the following positions as Key Personnel, ensuring individuals meet the required qualifications, throughout the term of the Contract:</p> <ul style="list-style-type: none"> • Project Manager: <ul style="list-style-type: none"> ○ Five (5) years of experience in customer contact center; and ○ Three (3) years of experience as a project/program manager <u>managing a project or program.</u> • Customer Service Manager: <ul style="list-style-type: none"> ○ Three (3) years of experience in customer service; and ○ One (1) year of experience in a leadership position in a high-volume call center environment (>3,000 inbound calls per day <u>inclusive of CSR and IVR answered calls</u>). • Finance Manager: <ul style="list-style-type: none"> ○ Bachelor of Science degree in accounting, finance, or equivalent from an accredited university; ○ Five (5) years of experience in the management and reporting of financial systems, including reconciliation and reporting; ○ Three (3) years' experience in the development and implementation of financial management systems, reporting and internal controls of a scope similar to the Work on this Project; and ○ Certified Public Accountant desired. • Quality & Training Manager: <ul style="list-style-type: none"> ○ Five (5) years of experience in training with curriculum and program development for operations with a scope similar to the Work on this Project; and ○ One (1) year of experience as a training manager.
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	<ul style="list-style-type: none"> • Production Manager: <ul style="list-style-type: none"> ○ Three (3) years of experience in fulfillment and mail house operations, payment processing and similar functions; and ○ One (1) year of experience in a leadership position in a high-volume back-office environment. • Marketing and Communications Manager: <ul style="list-style-type: none"> ○ Three (3) years of experience in marketing and communications in a customer service environment; and ○ One (1) year of experience in a leadership position.
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15. Part III Scope of Work and Requirements, Section 2.2.2. Key Personnel, Requirement 17 has been modified as follows:

17.	<p>The Contractor shall not invoice NCTA for any Key Personnel position vacant in excess of fourteen (14) <u>consecutive</u> Calendar Days. The Contractor shall not invoice NCTA for any Key Personnel position that has not been filled with a permanent replacement within sixty (60) Calendar Days of a vacancy. The amount of invoice deduction shall be calculated as the actual fully burdened billing rate of the departed management team member (at the time of departure from the Contract), multiplied by the number of work hours (based on a 40-hour workweek) if the management team position is not filled with an Approved substitute.</p>
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16. Part III Scope of Work and Requirements, Section 2.3. Staffing Requirements, Requirement 20 has been modified as follows:

20.	<p>The Contractor shall hire and staff bilingual (English and Spanish) personnel in sufficient quantities to effectively communicate with NC Quick Pass and NC Ferry customers at all locations. The Contractor shall determine the number of bilingual staff necessary to ensure all customers requesting <u>communication in Spanish, whether written or verbal, can communicate</u> speaking Services can speak with a Customer Service Representative (CSR) in compliance with the Key Performance Indicators (KPIs).</p>
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17. Part III Scope of Work and Requirements, Section 2.5.1. General Documentation Requirements, Requirement 32, has been modified as follows:

32.	<p>The Contractor shall maintain current versions of all required documentation electronically. The Contractor shall maintain custody of documentation in a secure location, backed up nightly and provide electronic/online access to NCTA <u>and its representatives and shall maintain and archive documentation throughout the term of the Contract</u> per the Functional Schedule for North Carolina State Agencies published by the State Archives of North Carolina (https://archives.ncdcr.gov).</p>
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18. Part III Scope of Work and Requirements, Section 2.5.1. General Documentation Requirements, Requirement 35, has been modified as follows:

35.	The Contractor shall correct, improve, and resubmit documentation and Deliverables until such time as NCTA accepts the Deliverable upon receiving comments from NCTA. Time required to resubmit and Approve any Deliverable shall be considered a delay caused by the Contractor.
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19. Part III Scope of Work and Requirements, Section 2.7.2. Training Materials, Requirement 137 has been modified as follows:

137.	The Contractor shall be responsible for developing all training materials, user manuals and “cheat sheets” prior to the beginning of a training, and submitting them at least 10 Business Days to NCTA for NCTA review and Approval. <u>Changes to training materials must be resubmitted to NCTA at least 10 Business Days for NCTA review and Approval prior to use.</u>
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20. Part III Scope of Work and Requirements, Section 2.8. Pass-through Costs, Introduction paragraph has been modified as follows:

The Contractor is responsible for managing the entire NC Quick Pass and NC Ferry Customer Services and as such is responsible to acquire all necessary materials and ~~S~~services to ensure uninterrupted operations. The Contractor is responsible for purchasing these ~~S~~services and materials and will seek reimbursement from NCTA as a pass-through cost with no mark-up. For a list of potential pass-through items refer to Appendix I.

21. Part III Scope of Work and Requirements, Section 2.8. Pass-through Costs, Requirement 140, has been modified as follows:

140.	The Contractor shall procure all materials, supplies, S services, utilities, and maintenance necessary to provide the Services required in this Scope of Work.
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Additionally, Appendix I Potential Operational Pass-through Items has been added to complement this section.

22. Part III Scope of Work and Requirements, Section 2.8. Pass-through Costs, Requirement 141 has been modified as follows:

141.	The Contractor shall administer the pass-through process, which shall include but not be limited to:
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	<ul style="list-style-type: none"> • Recommending purchases and reorders with estimates; • Seeking and obtaining NCTA Approval, prior to purchase; • Purchasing and payment of Vendors; • Managing receipt and returns of materials; • Storage and inventorying of all materials; • Review and validation of invoices and bills for all purchases, utilities, and other SSServices provided; • Record-keeping; and • Providing detailed receipts and other documentation to NCTA for reimbursement on a monthly basis.
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23. Part III Scope of Work and Requirements, Section 2.8. Pass-through Costs, Requirement 142 has been modified as follows:

142.	NCTA will only reimburse the Contractor for expenses that were preapproved prior to purchase, <u>and</u> supported by detailed documentation; and purchased in accordance with NCTA purchasing guidelines.
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24. Part III Scope of Work and Requirements, Section 2.8. Pass-through Costs, Requirement 143, has been modified as follows:

143.	<p>The Contractor shall be responsible for providing Contractor’s equipment, transportation, and other SSServices for their own internal and Contractor staff use and shall not be submitted for pass-through reimbursement, examples include but are not limited to:</p> <ul style="list-style-type: none"> • Contractor required computers and software; • Day to day Contractor transportation, other than what is required for requested NC Quick Pass events; and • Any reimbursable travel costs incurred above allowable per diem.
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25. Part III Scope of Work and Requirements, Section 3.1.4. Office Space, Requirement 164 has been modified as follows:

164.	The Contractor shall be responsible for its own computers and networking equipment for the Contractor’s Project office <u>for the Contractor’s internal use. Hardware and network connectivity to establish a training environment will be provided by the BOS.</u>
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26. Part III Scope of Work and Requirements, Section 3.2.3. Report Development, Requirement 176 has been modified as follows:

176.	The Contractor shall be responsible for maintaining and storing all <u>Contractor developed/generated reports and supporting information used to develop the reports</u> report data submitted to NCTA, making it available for reporting throughout the term of the Contract.
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27. Part III Scope of Work and Requirements, Section 4.1.1, Regular Operations Status Meeting, Requirement 192 has been modified as follows:

192.	<p>The Contractor shall be responsible for documenting meeting notes, and distributing a draft copy to all meeting attendees within one (1) Business Day for review. <u>The Contractor shall have one week to wait for comments.</u> Should any meeting attendee submit comments and/or modifications to the Contractor, the Contractor shall have one (1) Business Day to update the meeting notes and distribute them to other meeting attendees. Meeting notes captured during every meeting shall capture, at a minimum:</p> <ul style="list-style-type: none"> • Names of attendees and who they represent; • Summary notes for each agenda topic; • Summary note for any non-agenda item discussed; • Review and update of any previous Action items and summarization of new Action Items, including responsible party and associated due dates; • Decisions made during the meeting; and • Direction provided during the meeting.
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28. Part III Scope of Work and Requirements, Section 4.1.3. Quality Management, Requirement 203 has been modified as follows:

203.	The Contractor shall on -review results from BOS provided surveys and shall take all necessary actions to correct any negative conditions or issues in compliance with the QMP.
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29. Part III Scope of Work and Requirements, Section 4.2. Operations Contractor Provision of Hardware and Software, Requirement 215 has been modified as follows:

215.	The Contractor shall be responsible for providing all workstations, laptops, iPads, printers, connectivity, and other hardware for Contractor staff and employees that are required to perform Contractor’s responsibilities under the Contract not related to operating the BOS <u>or Ferry reservations.</u>
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30. Part III Scope of Work and Requirements, Section 4.2. Operations Contractor Provision of Hardware and Software, Requirement 216 has been modified as follows:

216.	The Contractor shall be responsible for providing all software necessary for Contractor employees and staff to perform the Requirements of this Contract as well as for Contractor Company business not related to operating the BOS <u>or Ferry reservations.</u>
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31. Part III Scope of Work and Requirements, Section 4.2. Operations Contractor Provision of Hardware and Software, Requirement 217 has been modified as follows:

217.	The Contractor shall be responsible for furnishing, installing, testing, and enabling anti-virus, anti-intrusion, PCI and personally identifiable information (PII) compliant and other security applications on all Contractor-provided computer equipment accessing or containing any Project, customer, or other NCTA data during <u>throughout</u> the term of the Contract.
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32. Part III Scope of Work and Requirements, Section 4.2. Operations Contractor Provision of Hardware and Software, Requirement 219 has been modified as follows:

219.	The Contractor shall be responsible for providing office consumables (e.g. paper, pens, folders, printer ink, all office supplies, etc.) to Contractor employees and staff to perform Contractor-related business not related to operating the BOS <u>or Ferry reservations.</u>
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33. Part III Scope of Work and Requirements, Section 4.3.1. General Operational Requirements, Introduction paragraph has been modified as follows:

The Contractor shall meet the following general operations Requirements for all aspects of the NC Quick Pass and NC Ferry Customer Service Operations Contract. All current operations activities shall be performed within the NC Quick Pass facilities.

34. Part III Scope of Work and Requirements, Section 4.3.1. General Operational Requirements, Requirement 224 has been modified as follows:

224.	The Contractor shall provide NC Quick Pass walk-in Services, <u>consisting of, at a minimum, one (1) greeter, one (1) CSR, and one (1) supervisor,</u> Monday through Friday, between the hours of 9 a.m. and 5 p.m. and Saturday, between the hours of 9 a.m. and 2 p.m. Eastern Time at the Monroe, Charlotte, and Morrisville Customer Service Center locations. <u>Additional staff may be required during these hours to meet or exceed performance requirements, depending on customer volume.</u>
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35. Part III Scope of Work and Requirements, Section 4.3.2.11. Case Management, Requirement 277 has been modified as follows:

277.	As part of the operational support for I-77 Express Lane transactions, the Contractor shall utilize the I-77 Mobility Partners JIRA Ticketing System to report customer issues and adjustment requests to I-77 Level 2 CSRs for resolution. The Operator <u>Contractor</u> will perform these functions only for I-77 Express Lane transactions that require Level 2 service.
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36. Part III Scope of Work and Requirements, Section 4.3.2.12. Transponder Fulfillment Management, Requirement 293 has been modified as follows:

293.	The Contractor shall manage the returned Transponder program process transponders returned to the NC Quick Pass CSC.
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37. Part III Scope of Work and Requirements, Section 4.3.3.2. Collections Support, Introduction paragraph has been modified as follows:

The Contractor shall ~~operate support~~ the Collections Program, monitor its effectiveness and refine the program to improve debt collection.

38. Part III Scope of Work and Requirements, Section 4.3.4.1. General Requirements, Introduction paragraph has been modified as follows:

The Contractor is responsible for managing ~~all non-automated customer contact and correspondence. from sources whether generated by the Customer, the Contractor, the Mail House, the BOS, or NCTA.~~

39. Part III Scope of Work and Requirements, Section 4.3.4.1. General Requirements, Requirement 338 has been modified as follows:

338.	The Contractor shall be required to scan all customer communications not received through the BOS communications from customers (via mail, email, text, chat, etc.) , and attach and associate them with the proper customer Accounts.
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40. Part III Scope of Work and Requirements, Section 4.3.7.1 General Financial Requirements, Requirement 357 has been modified as follows:

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357.	<p>The Contractor shall utilize the BOS for and provide financial Services that include, but are not limited to:</p> <ul style="list-style-type: none"> • Reconciliation of Interoperable Partner transactions for settlement; • Payment acceptance via CSCs, the lockbox service, online, phone, text, chat, or United States Postal Service (USPS); • Process payments from all accepted methods (e.g. cash, check, credit cards, Automated Clearing House (ACH), Apple Pay, etc.); • Apply payments to the customer Accounts; • Apply adjustments (e.g. chargebacks, reversals, error corrections, etc.); • Refund coordination, including initiation, maintaining backup, tracking, and follow-up; • Reconciliation and reporting of financial data related to toll transactions, fees, and penalties processed by the CSC; • Managing cash/credit receipts; • Apply split payments and multiple payments; • Process, resolve, reconcile and report unidentified payments that do not have sufficient information to record the transaction (i.e., lockbox payments); • Process overpayments and partial payments; • Sales and returns of Transponders; and • Inventory received with fiscal impact to the current accounting period.
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4I. Part III Scope of Work and Requirements, Section 4.3.8.3. PCI Audits has been modified as follows:

4.3.8.3 PCI Audits

The NC Quick Pass and NC Ferry Customer Service Operations is classified as a Level I merchant. As such, NCTA and the BOS Contractor will engage third-party firms to annually certify that all system, processes, and practices of the NC Quick Pass and NC Ferry Customer Service Operations meet or exceed PCI standards.

396.	<p>The Contractor shall maintain all NC Quick Pass and NC Ferry Operations Service Center and customer materials, data, and payment information in full compliance with the most current PCI DSS at all times. The Contractor's SOPs, physical security implementation, and operating practices shall be compliant with the most recent PCI-DSS Level I merchant standards at all times.</p>
397.	<p>The NC Quick Pass and NC Ferry Operations Service Center is classified as a Level I merchant. As such, the Contractor shall retain a highly qualified and credentialed third-party firm to annually certify that all processes and practices of the Contractor meet or exceed PCI standards. NCTA shall Approve the PCI compliance subcontractor and the cost of annual exams shall be borne by the Contractor and shall not be considered a pass-through cost to NCTA. The Contractor shall allow access to records and facilities to PCI auditors and cooperate with any PCI audits conducted by others related to Contractor practices, as directed by NCTA.</p>

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398.	The Contractor shall provide to NCTA prior to transition to Ongoing Operations, and annually thereafter, the third-party firm's report detailing the compliance exam results. The Contractor shall implement corrective actions within seven (7) days of notice or within a time period agreed to with NCTA to address deficiencies and/or negative PCI findings related to Contractor practices.
399.	The Contractor shall resolve all Report on Compliance (ROC) exam exceptions within seven (7) days of receipt of the exam results, or within a time period agreed to with NCTA after submitting a satisfactory remediation plan. The Contractor shall ensure all Contractor staff are initially trained upon hire regarding PCI requirements and that all staff are provided at a minimum annual PCI re-training.
400	The Contractor shall schedule and pay for any required retests immediately upon resolving any exceptions in order to verify compliance. The Contractor shall not allow any NC Quick Pass or NC Ferry customer data on Contractor-owned or Contractor-specific equipment or computers.

42. Part III Scope of Work and Requirements, Section 4.4.I. General Facility Management Requirements, Requirement 427 has been modified as follows:

427.	The Contractor shall make all NCTA-directed and Approved improvements to the NC Quick Pass facilities, if any, as a combination of Additional Work <u>extra work or task order</u> and a Pass-through Cost.
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43. Part III Scope of Work and Requirements, Section 4.4.I0. Facility Network Communications Requirements, Requirement 471 has been modified as follows:

471.	The Contractor shall be responsible for maintaining the existing <u>providing</u> network communications necessary to support the existing facility access and security systems for all NC Quick Pass facilities. The BOS contractor will be responsible for providing network communications to support the BOS.
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44. Part III Scope of Work and Requirements, Section 4.5. Marketing and Public Relations Support, Requirement 480 has been modified as follows:

480.	The Contractor shall coordinate with <u>assist</u> NCTA, NCTA's consultants and the BOS contractor to update the BOS-provided website with static content.
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45. Part III Scope of Work and Requirements, Section 4.6. Succession Support, Introduction paragraph has been modified as follows:

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The Contractor is responsible for assisting NCTA with an orderly transition from the Contractor to a new operations contractor. Compensation for this support shall be paid as extra work and negotiated with NCTA.

46. Part III Scope of Work and Requirements, Section 6.1. Performance Requirements and Liquidated Damages, Subsection C. Monthly Point Assessment has been modified as follows:

C. Monthly Point Assessment: If the monthly average for the abandon rate is greater than 2.5% but no greater than 3.0%, one (1) non-compliance point is assessed for the month.

- Higher points will be assessed depending on the actual average monthly abandon rate performance:
 - Greater than 3% but no greater than 3.5% = 3-point assessment for the month
 - Greater than 3.5% but no greater than 4.5% = 5-point assessment for the month
 - Greater than 4.5% but no greater than 5.5% = 10-point assessment for the month
 - Greater than 5.5% = 15-point assessment for the month
- For all KPIs subject to monthly point assessments, the point assessments are totaled for the entire month. Depending on the total number of points, the Contractor may be subject to Liquidated Damages in the form of a reduced payment amount by NCTA.
- The Contractor is required to report Contractor's performance and results of the KPI analysis as part of the Monthly Operations Report. If during a given month Contractor's performance has resulted in either Liquidated Damages or point assessments triggering an invoice adjustment, the Contractor shall calculate the required Invoice Adjustments (e.g.: total of invoice adjustments due to point assessments plus any liquidated damages).
- As part of the Contractor's invoicing process to NCTA for Contractor Services performed, the Contractor shall clearly identify the Invoice Adjustments for that month's invoice that are due to performance shortfalls for that same month (e.g.: the February monthly KPI results impact the February invoice). All such adjustment shall be subject to NCTA review.

47. Part III Scope of Work and Requirements, Section 6.1.1 NCTA Operations Contractor KPI Table has been modified as shown on the following page:

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No.	KPI Category	Definition	KPI Measurement	Invoice Adjustment	Reporting
CONTACT CENTER					
CC1	Handle Time (AHT)	The amount of time CSRs spend in the following phone states – Talk Time, After Call Work (ACW) and Hold Time	<u>7 minutes 30 seconds</u> Maximum Monthly Average	5% deduction of the 'Price per Call Center Productive Hour' portion of the monthly invoice if not achieved.	Phone System; Average measured monthly; Deduction assessed monthly
CC2	Speed to Answer	Average amount of seconds from when customers select option to speak with Customer Service Representative (CSR) within the phone system until customer calls are answered by CSRs	No greater than 60 seconds average	Greater than 60 sec but no greater than 65 sec = 1-point assessment Greater than 65 sec but no greater than 70 sec = 3-point assessment Greater than 70 sec but no greater than 80 sec = 5-point assessment Greater than 80 sec but no greater than 90 sec = 10-point assessment Greater than 90 seconds = 15-point assessment	This KPI applies to both Toll Operations and Ferry Support. Each will be evaluated separately. Phone System; Average measured monthly; Points assessed monthly
CC3	Wait Time	Time from when the customer selects a CSR option within the phone system to answer	<u>95% of calls answered in No greater than 180 seconds or less average</u>	Less than 95% but no less than 94% = 1-point assessment Less than 94% but no less than 91% = 3-point assessment Less than 91% but no less than 86% = 5-point assessment Less than 86% but no less than 80% = 10-point assessment Less than 80% = 15-point assessment	This KPI applies to both Toll Operations and Ferry Support. Each will be evaluated separately. Phone System; Average measured monthly; Points assessed monthly

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No.	KPI <u>Category</u>	Definition	KPI <u>Measurement</u>	Invoice Adjustment	Reporting
CC4	Call Abandonment	Overall percent of calls that abandon after waiting 180 seconds	No greater than 2.5%	<p><u>Daily:</u> Liquidated Damages in the amount of \$100.00 will be assessed for each day where rate is above 2.5%.</p> <p><u>Monthly Percentage:</u> Greater than 2.5% but no greater than 3% = 1-point assessment Greater than 3% but no greater than 3.5% = 3-point assessment Greater than 3.5% but no greater than 4.5% = 5-point assessment Greater than 4.5% but no greater than 5.5% = 10-point assessment Greater than 5.5% = 15-point assessment</p>	<p>This KPI applies to both Toll Operations and Ferry Support. Each will be evaluated separately.</p> <p>Phone System; \$100 Liquidated Damage measured daily, Percentage measured monthly; Points assessed monthly</p>
CC5 - A	Call Center Staffing (Toll Operations)	Hours of staffed telephone coverage shall be open and available for customers	<p>Monday – Friday 9:00 a.m. to 5:00 p.m.</p> <p>Saturday 9:00 a.m. to 2:00 p.m.</p>	4 points assessed for each day Call Center staffing is not maintained per this KPI	Phone system; Staffing measured daily; Points assessed daily
CC5 - B	Call Center Staffing (Ferry Support)	Hours of staffed telephone coverage shall be open and available for customers	<p>6:00 a.m. to 6:00 p.m.</p> <p>Seven (7) days a week</p>	4 points assessed for each day Call Center staffing is not maintained per this KPI	Phone system; Staffing measured daily; Points assessed daily

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No.	KPI Category	Definition	KPI Measurement	Invoice Adjustment	Reporting
PRODUCTION					
PI	Transponder Fulfillment Response Time	Amount of time from when a fulfillment request enters the fulfillment queue until the Transponder is processed and removed from the fulfillment queue for shipment to the customer	A) 95% within 2 <u>Business Production</u> Days	<p><u>Daily:</u> A \$100.00 Liquidated Damage will be assessed for each day where 2-day performance is below 95%.</p> <p><u>Monthly Percentage:</u> Less than 95% but no less than 94% = 1-point assessment Less than 94% but no less than 92% = 3-point assessment Less than 92% but no less than 90% = 5-point assessment Less than 90% but no less than 88% = 10-point assessment Less than 88% = 15-point assessment</p>	BOS; \$100 Liquidated Damage measured daily, Percentage measured monthly; Maximum measured monthly; Points assessed monthly
			B) <u>100% within 3 Business Production</u> Days	<p><u>Daily:</u> A \$100.00 Liquidated Damage will be assessed for each day where 3-day performance is below 100%.</p> <p><u>Daily Maximum Oldest Transponder Processed:</u> Greater than 3 <u>Business Production</u> Days but no more than 4 Business Days = 5-point assessment Greater than 4 <u>Business Production</u> Days but no more than 5 Business Days = 10-point assessment Greater than 5 <u>Business Production</u> Days = 15-point assessment</p>	

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No.	KPI Category	Definition	KPI Measurement	Invoice Adjustment	Reporting
P2	Service Requests/Cases Response Time	Amount of time from when a Case is created until a written response is sent to a customer	<p>A) 98% within 1 <u>Business Production Day</u></p> <p>B) <u>100% within 2 Business Production Days</u></p>	<p><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</p> <p>Daily Maximum-Oldest Service Request/Case Processed: Greater than 2 <u>Business Production Days</u> but no more than 3 Business Days = 5-point assessment Greater than 3 <u>Business Production Days</u> but no more than 4 Business Days = 10-point assessment Greater than 4 <u>Business Production Days</u> = 15-point assessment</p>	BOS; Percentage measured monthly; Maximum measured monthly; Points assessed monthly
P3	Existing Account Update Processing Time	Amount of time from when an Account Update is received until the Account Update is processed	<u>100% within 1 Business Production Day</u>	<p>Daily Maximum-Monthly Average: Greater than 1 <u>Business Production Day</u> but no more than 2 <u>Business Production Days</u> = 1-point assessment Greater than 2 <u>Business Production Days</u> but no more than 3 <u>Business Production Days</u> = 3-point assessment Greater than 3 <u>Business Production Days</u> but no more than 4 <u>Business Production Days</u> = 5-point assessment Greater than 4 <u>Business Production Days</u> but no more than 5 <u>Business Production Days</u> = 10-point assessment Greater than 5 <u>Business Production Days</u> = 15-point assessment</p>	Self-reported; Maximum measured monthly; Points assessed monthly

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No.	KPI Category	Definition	KPI Measurement	Invoice Adjustment	Reporting
P4	Payment Processing by Mail Time	Payments processed from time received at facility by mail from applications, one-time replenishments, Transponder requests, etc.	A) 98% within 1 <u>Business Production</u> Day	<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	BOS Case Management system, <u>Percentage</u> measured monthly; Maximum measured monthly; Points assessed monthly
			B) <u>100% within 2 Business Production</u> Days	<u>Daily Maximum-Oldest Payment Processed:</u> Greater than 2 <u>Business Production</u> Days but no more than 3 Business Days = 5-point assessment Greater than 3 <u>Business Production</u> Days but no more than 4 Business Days = 10-point assessment Greater than 4 <u>Business Production</u> Days = 15-point assessment	
P5	Lockbox Exception Processing Time	Processing of lockbox payment exceptions	A) 98% within 1 <u>Business Production</u> Day	<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	<u>BOS Case Management system Lockbox Report</u> , <u>Percentage</u> measured monthly; Maximum measured monthly; Points assessed monthly
			B) <u>100% within 2 Business Production</u> Days	<u>Daily Maximum-Oldest Lockbox Exception Processed:</u> Greater than 2 <u>Business Production</u> Days but no more than 3 Business Days = 5-point assessment Greater than 3 <u>Business Production</u> Days but no more than 4 Business Days = 10-point assessment Greater than 4 <u>Business Production</u> Days = 15-point assessment	

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No.	KPI Category	Definition	KPI Measurement	Invoice Adjustment	Reporting
P6	Transponder Account Assignment Accuracy	Accuracy of Transponders assigned correctly to Accounts	100%	<p><u>Daily:</u> A \$100.00 Liquidated Damage will be assessed for each day when KPI is not met.</p> <p><u>Per Occurrence:</u> 1-point assessment per occurrence for each Transponder assigned inaccurately</p>	Self-reported (customer complaint/dispute log and reason codes for Transponder error); \$100 Liquidated Damage measured daily, Occurrences measured monthly; Points assessed monthly
CUSTOMER SERVICE CENTER					
CSI	Customer Service Center Walk-In Response Time (at window)	Amount of time <u>between entering the Customer Service Center and starting the business transaction at the window or self service station to respond to Walk-In customers at Customer Service Centers (Service Request defined as pending action impacting customer Account on BOS)</u>	<p>A) 98% within 10 minutes</p> <p>B) 100% within 30 minutes</p>	<p><u>Daily:</u> A \$100.00 Liquidated Damage will be assessed for each day for each CSC Walk-in site where performance is below 98%.</p> <p><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</p> <p><u>Daily:</u> <u>A \$100.00 Liquidated Damage will be assessed for each day for each CSC Walk-in site where performance is below 100%.</u></p> <p><u>Daily Maximum:</u> Greater than 30 minutes = 5-point assessment</p>	Self-reported; measured monthly. Each CSC Walk-in storefront is measured independently. \$100 Liquidated Damage <u>assessments</u> measured daily, Percentage measured monthly; Maximum measured monthly; Points assessed monthly

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No.	KPI <u>Category</u>	Definition	KPI <u>Measurement</u>	Invoice Adjustment	Reporting
CS2	Walk-in Center Availability	Customer Service Centers shall be open and available for customers	Monday – Friday 9:00 a.m. to 5:00 p.m. Saturday 9:00 a.m. to 2:00 p.m.	\$100/day per incident per Customer Service Center 4 points assessed for each day Walk-in Center Staffing is not maintained per this KPI	Self-reported, measured daily. Each CSC Walk-in storefront is measured independently. Staffing measured daily; Points assessed daily
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
Q2	Quality Assurance Review Timeliness	Measures timeliness of completing the required Quality Assurance reviews of invoices, statements, DMV hold letters, etc., shall be approved for mail or email	100% of QA reviews shall be completed within two (2) <u>Business Production</u> Days of availability in mail house web portal	<u>Monthly Percentage:</u> Less than 100% but no less than 95% = 1-point assessment Less than 95% but no less than 90% = 3-point assessment Less than 90% but no less than 85% = 5-point assessment Less than 85% but no less than 80% = 10-point assessment Less than 80% = 15-point assessment	Mail house reports; Rate measured monthly; Points assessed monthly

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No.	KPI Category	Definition	KPI Measurement	Invoice Adjustment	Reporting
Q3	Information Accuracy	Measures customer interactions for accuracy completeness, whether they are conducted in compliance with SOPs, and that interaction is properly documented, as required	98% of customer interactions shall be correctly handled	<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	Measured and reported through QA audits and NCTA compliance reviews; Rate measured monthly; Points assessed monthly
Q4	Quality Assurance	Measures the timeliness and accuracy of the reporting of the quality review of customer interactions—Calls, Service Requests (Emails), Walk-In, Chat, Correspondence	Report received by the 10th of the month and is 98.0% accurate	<u>Monthly Percentage:</u> Less than 98% but no less than 96% = 1-point assessment Less than 96% but no less than 92% = 3-point assessment Less than 92% but no less than 88% = 5-point assessment Less than 88% but no less than 85% = 10-point assessment Less than 85% = 15-point assessment	Self-reported, (validated by NCTA compliance review); Rate measured monthly; Points assessed monthly
MANAGEMENT					
M1	Contract Deliverables	Measures that all monthly report Deliverables are submitted on time and contain required information	Pass / Fail	\$5,000 Liquidated Damage per occurrence per document	Self-reported; Liquidated Damage assessed monthly
M2	Privacy / PCI Conformance	<u>All Privacy / PCI non-conformance incidents must be addressed and corrected per the agreed upon SOPs</u>	<u>Pass / Fail</u>	<u>5 points assessed per occurrence</u> <u>15 points assessed per occurrence not addressed and corrected within 5 Production Days</u> <u>10 points assessed for each reoccurrence within sixty (60) days</u>	<u>Measured and reported through observation, QA audits and NCTA compliance review</u>