PENNSYLVANIA TURNPIKE COMMISSION

RETENTION OF AN ENGINEERING or PROJECT MANAGEMENT FIRM

Program Management Services for
All Electronic Toll (AET) Conversion Project

Reference No. 3-233

The Pennsylvania Turnpike Commission (PTC) will retain an engineering or project management firm to lead and direct the multi-disciplinary efforts required to manage and coordinate the design and implementation of an All Electronic Tolling (AET) system. Services from the selected firm may include, but are not limited to the following: program management, scheduling, design management, capital planning, coordination with other transportation and toll agencies, coordination with the Alliance for Toll Interoperability (ATI) and the E-ZPass Group (IAG), and preparation of RFPs as required. Services also may include, but are not limited to oversight and coordination of:

- engineering analysis and design
- all electronic toll system design
- development of video tolling collection methods and systems
- development of fare collection business rules for the AET system
- requirements for customer service center operations
- traffic/revenue studies
- financial analysis

The contract will be for a period of five (5) years or for the duration of the implementation phase. Approximate cost for the required services is $6 million. The selected firm will be required to provide a project leader, sufficient personnel, managers, engineers, analysts, technicians and clerical staff to support all services required. At the discretion of the PTC, other tasks required associated with AET conversion may be added to this assignment.

The PTC has produced an AET Feasibility Study which concluded that conversion to an AET system is feasible from a technical and financial perspective. The study includes a 51 month implementation schedule and identifies broad categories of work tasks that must be completed to implement an AET system. A copy of the study has been posted on the PTC’s website at www.paturnpike.com.

Firms interested in this assignment must have experience in toll technology and toll operations in the United States and have experience managing large scale, multi-discipline public works projects involving tolling system installation, upgrade or conversion. Interested firms should also have experience in dealing with rating agencies and must submit a Statement of Interest delineating the firm’s approach to directing and managing the AET conversion, as directed below.

The PTC reserves the right to schedule oral presentations from some or all of the responding firms to assist the PTC in making a decision on which firm is most qualified. The PTC will limit
oral presentations to firms who submit Statements of Interest that the PTC has determined to be reasonably susceptible of being selected for award.

**GENERAL REQUIREMENTS AND INFORMATION**

Firms interested in providing the above work and services are invited to submit six (6) copies of a Statement of Interest with the required information. The Statements of Interest must include the following:

1. One page transmittal letter clearly identifying the project reference number, brief description of the project from the advertisement, the firm’s federal identification number, the firm's legal name, contact person or project manager, address of corporate office and project office. (If the firm has multiple offices, the location of the office performing the work must be identified).

2. A Statement of Interest on the advertised project that is prepared simply and economically, providing a straightforward, concise description of the firm's ability to meet the requirements of the RFP. Each firm should demonstrate its ability to provide the requested services by providing a narrative explaining the firm’s approach to this assignment. Specifically, the narrative should elaborate on how the following major work items will be addressed, coordinated, managed and resolved:
   1. Overall Project Management
   2. Finances
   3. Traffic & Revenue
   4. Engineering
   5. Tolling system development
   6. Tolling system operations

   Identify the project leader who will manage the conversion project on a daily basis. Describe how the project leader will insure that issues and inquiries by PTC executive staff will receive an immediate response.

   If subconsultants are proposed as part of the team, identify the specific work tasks that each subconsultant will perform.

   Identify key milestone and decision points in the implementation/conversion plan. Identify the organizational approach and structure that will be used to manage the project, including an explanation of how major decisions will be made and communicated. Note that this assignment is to manage and coordinate the activities of other firms that will be hired to perform the functions listed in items 2 through 6 above.

3. An organization chart identifying the structure proposed to manage the toll collection component of the AET conversion, identifying all key personnel. Any subconsultants, to supplement the prime firm’s in-house capabilities, must be identified along with their roles. Because of the nature of the project, additional subconsultants may be required to perform unforeseen tasks and can be added in the future as necessary, with written approval from the Commission's Chief Engineer and CEO.
4. Tabulation or listing of workload for the prime consultant and all subconsultants for all Pennsylvania Department of Transportation and Pennsylvania Turnpike Commission projects. Do not graphically represent the firm’s workload.

5. A Consultant Qualification Package similar to the one submitted to the Pennsylvania Department of Transportation for the current year or one that is best suited for this project. A copy of the Consultant Qualification Package printed directly from PaDOT’s ECMS website is acceptable.

The Consultant Qualification Package should contain, at a minimum, the following information for the prime consultant. The Consultant Qualification Packages should be kept as brief as possible. Only include pertinent information as it relates to the following:

- ECMS General Information and Project Experience Forms or Standard Form (SF) 254/255 or 330 Architect-Engineer and Related Services Questionnaire in its entirety, either not more than one (1) year old as of the date of the advertisement.

- Resumes of no more than ten (10) key personnel expected to be involved in the project. (Limit to three (3) 8 1/2 x 11 pages, per person).

- Copy of the firm’s registration to do business in the Commonwealth as provided by the Department of State for firms out-of-state headquarters or corporations not incorporated in Pennsylvania.

If a Joint Venture responds to the project advertisement, the Commission will not accept separate statements of interest from joint venture constituents. A firm will not be permitted to submit a Statement of Interest on more than one (1) joint venture for the same project reference number. Also, a firm that responds to this solicitation as a prime may not be included as a designated subconsultant to another firm that responds to the same solicitation. Multiple responses under any of the forgoing situations will cause the rejection of all responses of the firm or firms involved. This does not preclude a firm from being set forth as a designated subconsultant to more than one prime consultant responding to the project advertisement.

It is a goal of the Commission to utilize qualified firms that have a demonstrated history of hiring, training, developing, promoting and retaining minorities and women and to encourage participation by qualified certified minority and woman-owned (MBE/WBE) firms, if available. The Commission recognizes the following minority and woman-owned business certifications for this RFP. The Commission reserves the right to amend this list and maintains sole decision-making authority on the acceptance of certifying agencies and designations.

- PA Unified Certification Program - www.paucp.com
- PA Department of General Services - www.dgs.state.pa.us
- National Minority Supplier Development Council - www.nmsdcus.org
- U.S. Small Business Administration small disadvantaged businesses or 8(a) small disadvantaged business concerns

A diversity questionnaire is required to be completed by the firm to ensure a commitment to equal opportunity and affirmative action (see Attachment A.). The information requested in the Diversity Questionnaire is designed to elicit appropriate information about the firm in order to verify that its work environment demonstrates a strong commitment to diversity. The required
information includes information on the demographics of the firm’s upper level management and
corporate commitment to diversity and equal opportunity initiatives. It is also designed to elicit
information regarding the firm’s plan for utilizing a diverse staff and/or team for this assignment.

The following factors/evaluation criteria are listed in relative order of importance and will be
considered by the Commission during the evaluation of the firms submitting Statements of
Interest for this project:

a. Soundness of the firm’s approach to directing and managing the toll collection
   component of the AET implementation.

b. The specialized experience and technical competence of the firm as it relates to
tolling, AET, and managing large multi-discipline public works projects. The
   experience and competence of the lead person who will manage the project on a
daily basis. The firm must clearly identify the individual that will be the lead
   person assigned to this project and demonstrate his/her ability to manage a
   project of this magnitude, analyze available data to make decisions,
   communicate effectively with a wide range of individuals, and coordinate all
   aspects of this project.

c. The specific experience, as it relates to this project, of key personnel who will
   assist the project leader on this project.

d. The firm’s in-house capabilities and resources to assist the project leader and the
   Commission’s staff in order to complete this project on a realistic schedule.

e. The evaluation of the oral presentation, if requested.

f. Past record of performance of the firm with respect to cost control, work quality,
   ability to meet schedules and previous experience on similar projects. The
   consultant should identify similar projects that have been completed by the firm
   as the prime, the magnitude of the project, and the client.

Address these items and any necessary further details in a brief yet comprehensive manner in
the Statement of Interest.

Written questions concerning this solicitation may be submitted to clarify any points in the RFP
which may not have been clearly understood. Written questions should be submitted by email
to RFP-Q@paturnpike.com with “Reference No. 3-233” in the Subject Line to be received no
later than Thursday, April 26, 2012. Questions and written answers will be posted to the
website as an addendum to and become part of this RFP.

Firms interested in performing the above services are invited to submit six (6) copies of a
Statement of Interest and required information to Mr. Donald S. Klingensmith, P.E., Manager of
Contracts Administration, at the PA Turnpike Commission Administration Building. Our ground
address for overnight/next-day deliveries is 700 South Eisenhower Boulevard, Middletown, PA
17057. Our mailing address for U.S. Mail is P. O. Box 67676, Harrisburg, PA 17106-7676.
Please note that use of U.S. Mail, FedEx, UPS, or other delivery method does not guarantee
delivery to this address by the time listed below for submission. Firms mailing a Statement of
Interest should allow sufficient delivery time to ensure timely receipt of their Statement of Interest.

The Statement of Interest and required information must be received by 12:00 PM (noon), Local Time, **Thursday, May 17, 2012**. Any Statements of Interest received after this date and time will be time-stamped and returned.

Based on an evaluation of acceptable Statements of Interest received in response to this solicitation, one firm will be selected by the Commission from this advertisement. Technical Proposals will not be requested before the selection. Statements of interest will be reviewed, evaluated, and rated by a Technical Evaluation Team (TET) of qualified personnel based on the evaluation criteria listed above. The TET will present the evaluations to the Professional Services Procurement Committee (PSPC). The PSPC will review the TET’s evaluation and provide the Commission with the firm(s) determined to be highly recommended for this assignment.

The Commission will select the most highly qualified firm for the assignment or the firm whose proposal is determined to be most advantageous to the Commission by considering the TET’s evaluation and the PSPC’s determination as to each firm’s rating. In making the PSPC’s determination and the Commission’s decision, additional selection factors may be considered taking into account the estimated value, scope, complexity and professional nature of the services to be rendered and any other relevant circumstances. Additional selection factors may include, when applicable, the following: geographic location and proximity of the firm, firm’s Pennsylvania presence or utilization of Pennsylvania employees for the assignment; equitable distribution of work; diversity inclusion; and any other relevant factors as determined as appropriate by the Commission.

The Commission may revise a published advertisement. If the Commission revises a published advertisement or posts an Addendum to this RFP less than ten days before the Statement of Interest due date, the due date will be extended to maintain the minimum ten-day advertisement duration if the revision or Addendum alters the project scope or selection criteria. Firms are responsible to monitor advertisements to assure the Statement of Interest complies with any changes in the published advertisement.

The Commission reserves the right to reject all Statements of Interest, to cancel solicitation requested under this notice, and/or to re-advertise solicitation for the work and services.

William K. Lieberman  
Chairperson
ATTACHMENT A

Diversity Questionnaire
## I. Company Demographic Profile

Number of Employees (report employees in only one category)

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<th>Race/Ethnicity</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
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<th>Female</th>
<th>Male</th>
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(Note: proposers can also attach Employer Information Reports EEO-1 for the last 3 years)
### II. Demographic Profile of Staff Assigned to this Engagement

Number of Employees (report employees in only one category)

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Hispanic or Latino</th>
<th>Non-Hispanic or Latino</th>
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<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
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<tr>
<td></td>
<td>White</td>
<td>Black or African-American</td>
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<tr>
<td>Executives/Senior Level Officials and Managers</td>
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<td>First/Mid-Level Officials and Managers</td>
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<td>Professionals</td>
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<td>Technicians</td>
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<td>Sales Workers</td>
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<td>Administrative Support Workers</td>
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<td>Craft Workers</td>
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<td>Operatives</td>
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<td>Laborers and Helpers</td>
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<td>Service Workers</td>
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<td><strong>Total</strong></td>
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### III. Employment Practices Information
1. Please provide a copy of your company’s equal opportunity and affirmative action policy.
2. Does your company actively recruit minority and women professionals for senior level positions? Yes or No

### IV. MBE/WBE Certification Status
1. Is your company certified as a minority or woman-owned business enterprise with the certifying agencies listed above? Yes or No
2. If yes, please provide a copy of your certification.
3. If No, please list all other jurisdictions and/or certifying bodies that have deemed your company minority and/or women-owned. Also, please provide a copy of each certification.
4. If your company has applied for but has not, as of the issuance of the RFP, been certified as a minority or women-owned business enterprise by the certifying agencies listed above, you must submit proof of a pending application, including the filing date.

### V. Strategic Plan and Diversity Initiatives
1. Please provide a copy of your company’s Diversity Policy statement.
2. Does your company have a full-time “Director of Diversity” or someone whose primary responsibility is to oversee administration and compliance with the company’s diversity business development? Yes or No

3. Separate from your company’s Diversity Policy Statement, is your company’s CEO or Chief Procurement Officer (“CPO”) committed to and engaged in the process of diversity business development? Yes or No
   If yes, please attach a signed statement from your CEO or CPO, if available.

4. Does your company have a registration process for disadvantaged, minority, and women-owned companies interested in doing business with you (Supplier Diversity)? Yes or No

5. Does your company currently track procurement spending with diversity, minority and women owned businesses? Yes or No

6. Does your company have a documented numeric goal for utilizing disadvantaged, minority, and women owned businesses as suppliers? Yes or No
   If yes, please provide documentation of this goal as a percentage of total procurement dollars.

VI. Joint Venture / Strategic Partnerships / Sub-contracting (if applicable)

1. Has your company engaged in any prior partnering arrangements with certified MBE/WBE companies? (Responses should include the nature of the engagement, how such arrangement was structured, and a description of how the services and fee were allocated).

2. Please state your company’s willingness, if any, to partner with a certified MBE/WBE. Explain how you would suggest structuring such an arrangement and allocating work in a manner that ensures that partnered MBE/WBE companies receive appropriate credit and compensation for the services they provide.
Addendum No. 1

Ref. No. 3-233
Program Management Services for
All Electronic Toll (AET) Conversion Project

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

REVISIONS

1. General Requirements and Information, Item #2, first sentence revised to read as follows:

   A Statement of Interest, not exceed fifteen (15) typewritten pages and in 12-point type, on the advertised project that is prepared simply and economically, providing a straightforward, concise description of the firm’s ability to meet the requirements of the RFP.

2. General Requirements and Information, Item #3, first sentence revised to read as follows:

   An organization chart identifying the structure proposed to manage the AET conversion, identifying all key personnel.

QUESTIONS & ANSWERS

Following are the answers (in bold print) to questions submitted in response to Reference Number 3-233 as of April 26, 2012. All of the questions have been listed verbatim, as received by the Pennsylvania Turnpike Commission.

1. It is clear that “this assignment is to manage and coordinate the activities of other firms that will be hired to perform the (six) functions listed”. Will the prime and any sub-consultants working on this Management Services assignment be allowed to bid (as prime or as a sub) for the subsequent related assignments?

   The selected consultant and any sub-consultants for this assignment will not be eligible to be part of a team on subsequent assignments that the AET Program Manager is expected to oversee, coordinate, or manage. It is expected that the firms responding to this solicitation will staff the project with the necessary expertise for each of the functions listed in the RFP.

2. Will the successful bidder be precluded from the areas designated under section 2, items 2 through 6?

   See Answer #1 above.
3. Can we include Consultant Qualification Packages for subconsultants?

   Yes.

4. Can we include small profiles of other staff resources mentioned in the write-up that are not included in the 10 key resume limitation?

   As per the RFP, resumes of no more than ten (10) key personnel limited to three pages per person are to be included. Additional discussion of staff resources if necessary can be included within the body of the SOI.

5. Is the PTC looking for an overall organization chart for the project team or an organization chart for only the toll collection component as indicated in Section 3 of the RFP?

   An organization chart for the project team is required. See Revision #2 above that removed reference to “only the toll collection component”.

All other terms, conditions and requirements of the original solicitation advertised on April 9, 2012 remain unchanged unless modified by this Addendum.