**OHIO TURNPIKE AND
INFRASTRUCTURE COMMISSION**

**ADDENDUM NO. 1
ISSUED AUGUST 29, 2025**

to

**RFP NO. 15-2025
TO SELECT A FIRM TO PERFORM CUSTOMER SERVICE CENTER OPERATION
ASSESSMENT CONSULTING SERVICES**

PROPOSAL DUE DATE: 5:00 P.M. (EASTERN TIME) SEPTEMBER 5, 2025

ATTENTION OF RESPONDENTS IS DIRECTED TO:

ANSWERS TO QUESTIONS RECEIVED THROUGH 5:00 PM ON AUGUST 22, 2025

Issued by the Ohio Turnpike and Infrastructure Commission through Aimee W. Lane, Esq, Director of Contracts Administration.

Aimee W. Lane

_____   August 29, 2025
Aimee W. Lane, Esq.,   Date
Director of Contracts Administration

ANSWERS TO QUESTIONS RECEIVED THROUGH 5:00 P.M. ON AUGUST 22, 2025:

Q#1 **Would a successful bid effort for this specific RFP # 15-2025 Customer Service Center Operation Assessment Consulting Services preclude or conflict out the vendor from bidding on the Customer Service Center's Operations when next up for a procurement process?**

A#1 *Currently the Ohio Turnpike and Infrastructure Commission (the "Commission") staffs and manages the Customer Service Center Operation. However, a successful bid will not preclude the vendor from bidding on the Customer Service Center Operations if something changes.*

Q#2 **If a firm were to bid and win this procurement, would they still be able to bid on future CSC operations bids? Or would this be considered a conflict of interest?**

A#2 *See response to Q#1.*

Q#3 **Could you please provide historical data on call volumes, email/case volumes, customer walk-ins, and other relevant metrics for the Customer Service Center, ideally for the past 2-3 years? This will help us establish a baseline and accurately project future trends.**

A#3 *The Commission modernized its toll collection system and back-office system in April 2024. Please see the following data below for April 2024 through July 2025.*

Customer Service Calls:

Month/Year	Total Number of Calls	Self Service- IVR	# of Calls Abandoned in IVR	# Calls Sent to Rep CSR's from IVR	# of Calls taken by CSR's	Calls Abandoned In CSR Queue	Average Wait Time/Average Speed of Answer	Average Callback Wait Times
Apr-24	35,533	8,700	9,334	17,499	14,727	2,688	5:22	-
May-24	36,526	7,954	11,452	17,120	14,051	2,817	5:54	-
Jun-24	61,390	9,208	32,166	20,016	11,006	8,836	9:56	-
Jul-24	86,614	10,501	52,808	23,305	12,758	10,309	10:34	60+
Aug-24	56,086	9,465	26,228	20,393	14,730	5,365	6:30	53:31
Sep-24	42,345	7,102	14,425	20,818	13,025	5,462	5:36	50:46
Oct-24	34,702	6,812	9,987	17,903	14,309	2,466	4:13	19:41
Nov-24	29,040	6,043	7,953	15,044	13,303	1,239	3:12	9:17
Dec-24	26,751	5,592	6,603	14,556	12,186	1,115	3:16	9:36
Jan-25	31,528	5,063	8,975	17,490	15,086	645	1:46	6:59
Feb-25	41,184	6,218	11,558	23,408	18,107	2,106	2:43	18:09
Mar-25	70,533	13,753	26,936	29,844	22,813	6,136	2:46	23:08
Apr-25	53,825	8,100	22,379	23,346	20,772	2,028	2:45	7:03
May-25	48,646	8,300	15,376	24,970	20,881	2,951	4:21	5:58
Jun-25	63,522	10,474	23,789	29,259	21,253	6,046	5:12	48:13
Jul-25	67,528	10,163	25,687	31,678	24,775	5,148	4:30	36:38

Customer Service Chats, Emails, Hearing Disputes:

Month/Year	Total Number of Chats	Average Customer Wait Time	Average Time Chatting with Customer	Month/Year	Total Number of Case/Emails	Total Number of Hearing Requests	Total Number of Hearing Requests- Closed	Total Number of Hearing Requests- Scheduled
Apr-24	197	1:30	3:30	Apr-24	4008			
May-24	0	0:00	0:00	May-24	3835			
Jun-24	79	3:25	7:06	Jun-24	6308	1459	200	
Jul-24	90	3:53	7:23	Jul-24	8908	1064	511	150
Aug-24	63	3:51	5:59	Aug-24	7884	628	1318	197
Sep-24	593	2:14	21:59	Sep-24	7753	2247	2518	401
Oct-24	324	1:59	6:50	Oct-24	6059	1187	995	328
Nov-24	208	2:00	6:47	Nov-24	5260	922	633	59
						758	1490	68
Dec-24	247	2:05	5:44	Dec-24	4813			
Jan-25	293	1:45	4:50	Jan-25	5131	1342	1047	95
Feb-25	294	1:13	3:46	Feb-25	7794	1038	491	82
Mar-25	411	1:41	4:37	Mar-25	8863	804	880	53
Apr-25	364	1:07	6:43	Apr-25	5317	887	1201	38
May-25	362	1:34	5:41	May-25	5679	1152	1006	80
Jun-25	459	1:25	4:53	Jun-25	6806	1045	1440	117
Jul-25	328	1:48	7:35	Jul-25	7311	1059	1082	108

Unpaid Toll Invoices Mailed:

Month/Year	First Unpaid Toll Invoice	Second Unpaid Toll Invoice	Third Unpaid Toll Invoice	Total
May-24	14,055			14,055
Jun-24	76,679	7,648		84,327
Jul-24	19,868	49,680	6,220	75,768
Aug-24	55,897	8,185	37,028	101,110
Sep-24	64,525	40,660	6,759	111,944
Oct-24	36,327	33,091	31,295	100,713
Nov-24	30,267	19,708	23,791	73,766
Dec-24	37,169	24,641	20,510	82,320
Jan-25	32,400	22,115	28,939	83,454
Feb-25	30,466	19,279	21,787	71,532
Mar-25	30,764	19,385	16,581	66,730
Apr-25	39,364	20,589	17,122	77,075
May-25	44,962	24,267	18,266	87,495
Jun-25	46,315	27,973	20,227	94,515
Jul-25	45,171	28,409	21,382	94,962

Q#4 **What are the current staffing levels within the Customer Service Center, broken down by roles (including third parties) and responsibilities (full-time, contracted, etc.)?**

A#4 *The Customer Service Center staff currently includes the following 38 employees:*
- *Customer Service Center Manager (1)*
- *Customer Service Center Supervisors (3)*
- *Customer Service Center Leads (4)*
- *Customer Service Center Full-Time Representatives (15)*
- *Customer Service Center Temporary Full-Time Representatives (14)*
- *Customer Service Training and Quality Assurance Coordinator (1)*

Q#5 **Do you have any existing service level agreements (SLAs) or performance targets for the Customer Service Center, such as average handle time, call abandonment rate, or customer satisfaction scores? If so, could you share those with us?**

A#5 *The Customer Service Center does not currently have service level agreements.*

Q#6 **Could you provide data on the current usage of the various customer service channels (phone, email, web, in-person)?**

A#6 *See response to Q#3.*

Q#7 **What are the Commission's primary goals for the Customer Service Center optimization project? Are you primarily focused on cost reduction, improving customer satisfaction, increasing efficiency, or a combination of these factors? Please rank these objectives in order of priority.**

A#7 *The Commission is customer centric and strives to provide the best possible level of service for Ohio Turnpike customers. The primary goals for this project are projections of various volumes (accounts, invoices, payments, emails, correspondence), streamlining processes, recommending audit checks and quality control training of staff, evaluating overall workforce management of the Customer Service Center Department, and providing future directional metrics. This will assist the Commission in creating consistency in the Department and determining the future staffing needs.*

Q#8 **How do you define "efficiency" in the context of customer service? What specific improvements are you hoping to achieve?**

A#8 *The Commission strives to provide the best possible level of service for Ohio Turnpike customers and expects the firm awarded the contract to help recommend improvements.*

Q#9 **What is the Commission's current technology stack for customer service? This includes the IVR system, CRM (if any), and any other relevant software.**

A#9 *Below is a list of programs used in Customer Service and the vendor providing the service:*

- *Backoffice System (including Manual Image Review program): Integrity supplied by Transcore LLC.*
- *Interactive Voice Recognition (IVR): Cincinnati Bell Technology Solutions, Inc.*
- *Manual Image Review Services: Duncan Solutions, Inc.*
- *Print and Mail House Services: Infosend, Inc.*
- *Collections: Ohio Attorney General's Office*

Q#10 **Is the Commission open to exploring and implementing new technologies to enhance customer service, such as chatbots, AI-powered self-service tools, or advanced analytics platforms?**

A#10 *Yes, the Commission is open to exploring and implementing new technologies.*

Q#11 **Are there any specific limitations or constraints regarding technology adoption, such as integration with existing systems or budget restrictions?**

A#11 *The Commission will review and assess new technologies as recommended by the firm awarded the contract.*

Q#12 **Does the $300,000 contract not-to-exceed amount in Appendix B. (page 14 of the RFP PDF) include expenses?**

A#12 *Yes, the $300,000 not-to-exceed amount includes expenses.*

Q#13 **What is the amount of outstanding unpaid tolls both on the toll system launch, 4/10/24, and current (today)? Please provide both total dollar amount and total number of individual unpaid accounts.**

A#13 *See the response to Q#3.*

Q#14 **What systems are in place within the call center for WFM, CMS, and telephone?**

A#14 *See the response to Q#9.*

Q#15 **What are the service level goals being used in the call center?**

A#15 *The Customer Service Center does not currently have service level agreements.*

Q#16 **Do you envision on-site travel for this engagement (e.g., to shadow CSC staff in their day-to-day activities)? If so, how should this be priced?**

A#16 *Yes, on-site travel may be necessary. The $300,000 not-to-exceed amount includes expenses.*

Q#17 **For scope/final report item D, are customer dispute/case volume projections envisioned to include administrative hearing requests?**

A#17 *Yes, the Commission would like the final scope to project customer disputes and administrative hearings requests.*

Q#18 **For scope/final report item K, what is meant by "audit checks"? Is this in reference to CSC performance audits (e.g., first contact resolution, call quality monitoring, escalation handling, resolution time, etc.)?**

A#18 *Audit checks include CSC performance audits. It may also include recommendations for analyzing the quality of the customer service processes and identifying tangible ways to improve customer experience.*

Q#19 **Could you please confirm if there are any formatting requirements for proposal submission (e.g., page limits, font type/size, margins)?**

A#19 *There are no formatting requirements for proposal submissions.*

Q#20 **Please clarify what data will be provided for Customer Service Statistics in Part II. Specifically:**
- **What units will be included (e.g., calls, emails, chats)?**
- **Will both the number of units and desired/projected average handle time be furnished to enable accurate forecasting?**
- **For calls and other real-time contacts, will data be available in 15-minute intervals to allow for interval-based forecasting?**

A#20 *See the response to Q#3. Upon award of the contract, additional data will be provided.*

Q#21 **At what level of granularity will historical data be provided (e.g., weekly, daily, or interval-based)?**

A#21 *See the response to Q#3. Upon award of the contract, additional data will be provided if requested.*

Q#22 **Will statistics for payments made on the web and via lockbox and/or mail be included? While web payments may not affect staffing, this information is important for creating a comprehensive model and developing strategic initiatives.**

A#22 *See the response to Q#3. Upon award of the contract, additional data will be provided if requested.*

Q#23 **Can Customer Service Statistics be provided for periods earlier than 2024, preferably at least two years of daily data, to support forecasting?**

A#23 *The Commission modernized its Toll Collection System in April 2024. While historical data can be provided, customer behavior has changed with the new system. As a result, past data may not accurately predict future call and email volumes.*

Q#24 **Will Customer Service Statistics include external factors (e.g., marketing spend, policy changes, system releases, traffic volume)? The RFP notes some, such as the toll collection system launch date and collections start date. Are additional factors available for modeling?**

A#24 *Upon award of the contract, additional data and factors will be provided if requested for modeling purposes.*

Q#25 **Please detail the current service level goals for each unit monitored.**

A#25 *The Customer Service Center does not currently have service level agreements or goals.*

Q#26 **What call distribution and/or forecasting systems are currently employed by the Commission?**

A#26 *The Customer Service Center does not have any forecasting system in place.*

Q#27 **Are there any anticipated forecasts, strategies, or initiatives to improve transponder account penetration?**

A#27 *The Commission first implemented E-ZPass and an enhanced Customer Service Center in 2009. Over the past 16 years, E-ZPass use has increased steadily. Combined E-ZPass use by the Ohio Turnpike's passenger car and commercial truck customers was 74.4% in 2024, up 0.4% compared to 2023. Today, there are more than 690,000 active Ohio Turnpike E-ZPass transponder accounts. With the advent of Open Road Tolling on the Ohio Turnpike in April 2024, the Commission anticipates transponder account penetration for Class 1 passenger cars to increase as more customers switch from the ticketed-cash-credit payment system to electronic tolling. Since 2009, the Commission has implemented ongoing traditional and digital media marketing campaigns to increase E-ZPass use. In addition, the Commission has established a retail network of more than 500 retailers in 54 Ohio counties to promote and sell E-ZPass transponders. Class 1 E-ZPass customers can save an average of 33% on Ohio Turnpike tolls compared to customers who pay their tolls by cash or credit.*

Q#28 **Please confirm whether transaction forecasting should assume a mature tolling facility with no current plans to expand into unserved areas.**

A#28 *Forecasting should assume the Ohio Turnpike as a mature tolling facility.*

Q#29 Regarding Scope of Work Item C (Check and Cash Payments): Please describe how mail payments are received. For example, is a lockbox used for coupon-based routine payments, with remaining checks/cash handled by the Agency, or are all mail payments sent directly to the Agency?

A#29 Check Payments are primarily received at the Commission's lockbox. If the information on the coupon and check match, then the payment is applied through an automated process. If the coupon is omitted or if the amounts do not match, then manual review and application by Customer Service Center staff is needed. Remaining checks/Cash payments and EFT payments are applied manually by Customer Service Center staff.

Q#30 Regarding Scope of Work Item G (IVR Recommendations): Can you provide a flow of the existing IVR, or will this need to be documented as part of the project?

A#30 Upon award of the contract, the flow of the existing IVR flow will be provided.

Q#31 Regarding Scope of Work Item I (Workflow and Process Improvements): Please clarify the scope of improvements requested. Additionally, do workflows of core processes currently exist, and if so, can they be provided?

A#31 The Commission expects the firm awarded the contract to help recommend improvements. Yes, workflows of core processes exist and can be provided upon award of the contract.

Q#32 Regarding Scope of Work Item K (Audit Check Recommendations): Please describe the intended scope and goals of the audit checks requested.

A#32 See the response to Q#29.

Q#33 Regarding Scope of Work Item N (Directional Metrics): Please define what is meant by "directional metrics." Is the intent to identify strategic initiatives and associated metrics to ensure continual improvement?

A#33 Yes, the intent is to identify strategic initiatives and metrics for improvement.

Q#34 Scope of Deliverables - Should the final written report include fully detailed staffing models with recommended FTE levels, or is directional guidance sufficient?

A#34 Yes, the final report should include staffing models with recommended levels.

Q#35 **Data Access - What historical call, email, and case volume data will be made available to support forecasting, and in what format (raw data, dashboards, or reports)?**

A#35 *See the response to Q#3. Upon award of the contract, additional data will be provided if requested.*

Q#36 **What software and version is the IVR currently running on, and does it support speech recognition?**

A#36 *The Customer Service Center is using an IVR system which is provided by Cincinnati Bell Technology Solutions, Inc. Voice recognition is supported within the IVR system.*

Q#37 **When is the next upgrade/renewal of your license on the current IVR software?**

A#37 *The IVR software can be upgraded at any time.*

Q#38 **How is current call center Work force Management, Quality Management and reporting handled?**

A#38 *The Customer Service Center does not have a formal Work Force Management or Quality Management system. Management and reporting are currently handled by the leadership team (Customer Service Center Supervisors, Training and Quality Assurance Coordinator, and Customer Service Center Manager).*

Q#39 **What are the current self-serve capabilities (For Example: - Pay by Invoice, Add Credit Card, Account History)?**

A#39 *The Commission's current self-service options include the following:*
   - *Website: Pay Unpaid Toll Invoices, Dispute Unpaid Toll Invoices, Contact Us Forms, E-ZPass Account Creation and Updates.*
   - *IVR System: Pay Unpaid Toll Invoices, Update E-ZPass Credit Card.*

Q#40 **Current ASR – What is your current speech recognition engine software and its version?**

A#40 *See the response to Q#36.*

Q#41 IVR Enhancements - Should recommendations focus on process improvements only, or is the Commission expecting a full technology gap analysis of the IVR system?

A#41 *Recommendations may include process improvements. However, the Commission is open to exploring and implementing new technologies.*

Q#42 Is there any recording software for the IVR side or the agent side in place today?

A#42 *No, there is not any recording software available in the current IVR or agent side.*

Q#43 Would you consider moving to a Cloud-based IVR Solution (CCaaS) if we show a roadmap, cost savings and ROI?

A#43 *The Commission is open to exploring and implementing new technologies.*

Q#44 Omni-Channel Capability – Does your Contact Center have Chatbot, SMS, e-mail and Outbound calling?

A#44 *The Customer Service Center has inbound calling, e-mail, mail, and SMS capabilities.*

Q#45 Onsite Requirement - Will onsite presence in Berea, OH be required during the engagement, and if so, what level of frequency is anticipated?

A#45 *See the response to Q#16.*

Q#46 Stakeholder Involvement - Which Commission departments (Finance, Customer Service, IT, etc.) will actively participate in interviews, workshops, or working sessions during the assessment?

A#46 *The Commission has not yet finalized the team to actively participate in interviews, workshops or working sessions.*

Q#47 **Report Expectations - Is the Commission expecting an advisory report only, or should the deliverable also include a detailed implementation roadmap with action steps and timelines?**

A#47 *The Commission is expecting a written report with responses including but not limited to all items listed in the Scope of Services.*

Q#48 **Ohio Economic Presence - Would subcontracting portions of the work to Ohio-based firms or hiring Ohio residents during the contract count toward demonstrating "significant Ohio economic presence"?**

A#48 *Yes.*

Q#49 **Evaluation Process - Will shortlisted firms be required to participate in oral presentations as part of the evaluation?**

A#49 *The Commission has not yet determined if oral presentations will be required as part of the evaluation process.*

Q#50 **If a firm is selected to conduct this assessment, would it be eligible to compete for future technology or operations implementation contracts resulting from this assessment, or would participation in this project disqualify the firm from subsequent procurements?**

A#50 *See the response to Q#1.*

Q#51 **What currently technologies/systems are in place to support the Customer Service Center? (WFM, Omnichannel, QA, CRM, etc.)**

A#51 *See the response to Q#9.*

Q#52 **Scope of Services & Deliverables - What is the primary driver for this effort?**
- **Efficiency/cost savings?**
- **Customer experience/satisfaction?**
- **Revenue generation?**
- **Scalability?**

- **Collection cost minimization?**
- **Other?**

A#52   See the response to Q#7.

Q#53   What are highest priority performance benchmarks or KPIs associated with the Customer Service Center?

A#53   See the response to Q#7

Q#54   Will the Commission provide access to historical call/email volume data and customer satisfaction metrics to support forecasting?

A#54   See the response to Q#3.

Q#55   What is the existing tech stack, including KB, tools etc. that support representatives?

A#55   See the response to Q#9.

Q#56   Are you currently using any automation tools in the contact center, if so for what use cases and how well are they working?

A#56   See the response to Q#39.

Q#57   What are the existing data platform or tracking tools being used by the commission's management team?

A#57   The Commission is currently only using the reports from the CSC back-office system and the IVR system.

Q#58   Will the commission provide detailed data on key contact drivers so we can better understand customer needs?

A#58   Yes, upon award of the contract, additional data will be provided if requested

Q#59 **We know from similar work that non "Ez-pass" users can generate outsized costs due to chasing non-payments. How successful is your contact center in recovering this revenue and how well are your processes working?**

A#59 *The Commission is collecting approximately 6.5% of unpaid tolls through collections. The Ohio Attorney General's Office is our partner in collections.*

Q#60 **Does the commission see any current limitations or concerns about deploying self-servicing and/or AI-driven options?**

A#60 *Under state policy, the Commission may not utilize generative AI solutions.*

Q#61 **Is the commission looking for a recommended roadmap that biases towards shorter term operational efficiency vs longer term strategic transformational ideas?**

A#61 *The Commission is open to reviewing both short-term and long-term efficiencies.*

Q#62 **Will we have direct access to Customer Service Representatives and management staff, call recordings, chats for interviews and workflow observations?**

A#62 *Yes, the awarded firm will have direct access to Customer Service Center staff, and additional data will be provided if requested.*

Q#63 **Are there any constraints on recommending organizational structure changes (e.g., union considerations, role limitations, or hiring freezes)?**

A#63 *No, there are not any constraints on recommendation organizational structure changes.*

Q#64 **Will you be able to provide us an existing process maps, operational detail (i.e. baseline staffing model) we should use as a reference point for workforce projections?**

A#64 *Yes, upon award of the contract, additional data will be provided if requested.*

Q#65 **Are any seasonal traffic patterns or toll road usage forecasts already available that we can incorporate into workload modeling?**

A#65   Yes, upon award of the contract, additional data will be provided if requested.

Q#66   Will the Commission share data on smishing/text scam impacts (e.g., spike patterns, resolution times) to help model unanticipated call drivers?

A#66   Yes, upon award of the contract, additional data will be provided if requested.

Q#67   Are there specific strategic goals (e.g., reduce live call volume by X%, improve invoice dispute turnaround by Y days) that should anchor the directional metrics for the next 3–5 years?

A#67   At this time, the Commission does not have specific strategic goals for the Customer Service Center.

Q#68   What information is already available around customer demographics, preferences, profiles, of both user and non-users?

A#68   Upon award of the contract, additional data will be provided if requested.

Q#69   Can we access the IVR system configuration and reporting tools to evaluate efficiency, or will this be limited to summary data?

A#69   Yes, upon award of the contract, additional data will be provided if requested.

Q#70   Are there existing integrations with third-party vendors (mail house, collections, IVR) that we should be aware of to evaluate as part of the process improvement assessment?

A#70   See the response to Q#9.

Q#71   Proposal - Is there a preferred format for the proposal beyond PDF, i.e. PowerPoint, word?

A#71   There are no formatting requirements for proposal submissions.

Q#72   Can the Commission clarify how it defines "significant economic presence in Ohio"?

A#72 *"Significant Ohio economic presence" means business organizations that have sales offices, divisions, sales outlets or manufacturing facilities in Ohio or which facilities demonstrate capital investment to Ohio; and pay required taxes to the State of Ohio; and for corporations, are registered and licensed to do business in the State of Ohio with the offices of the Secretary of State. See also, RFP, Part III, Paragraph F.*

END OF ADDENDUM NO. 1