

**REQUEST FOR PROPOSALS FOR**  
**Business Intelligence and Data Analytics Project**

**ISSUING OFFICE**  
**Pennsylvania Turnpike Commission**  
**Information Technology Department**

**RFP NUMBER 14-10360-4558**

**DATE OF ISSUANCE**  
**January 2, 2014**

**REQUEST FOR PROPOSALS FOR**  
**Business Intelligence and Data Analytics Project**  
**RFP 14-10360-4558**

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## **PART I**

### **GENERAL INFORMATION FOR PROPOSERS**

**I-1. Purpose.** This request for proposals (RFP) provides interested Proposers with sufficient information to enable them to prepare and submit proposals for consideration by the Pennsylvania Turnpike Commission (Commission) to satisfy a need for the Business Intelligence and Data Analytics (BI&DA) Project.

**I-2. Issuing Office.** This RFP is issued for the Commission by the Information Technology Department.

**I-3. Scope.** This RFP contains instructions governing the proposals to be submitted and the material to be included therein; a description of the service to be provided; requirements which must be met to be eligible for consideration; general evaluation criteria; and other requirements to be met by each proposal.

**I-4. Problem Statement.** The Commission is interested in putting in place methodologies, processes, architectures, and technologies that will support the transformation of its raw data into meaningful and useful information to support business decisions. The Commission envisions a combination of resources to reflect past, depict current and project future business performance. This will include a three part BI&DA architecture including well-conceived executive dashboards, user-friendly ad hoc capabilities, and forward-looking predictive analytics. (The selection of BI&DA tools is not within the scope of this project.)

Part IV provides a detailed description of the work to be performed within the six month period following the execution of the Agreement.. Responses to this RFP must address the full scope of work described in Part IV.

**I-5. Type of Contract.** It is proposed that if a contract is entered into as a result of this RFP, it will be a fixed-price based contract. The Commission may in its sole discretion undertake negotiations with Proposers whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

**I-6. Rejection of Proposals.** The Commission reserves the right to reject any and all proposals received as a result of this request, or to negotiate separately with competing Proposers.

**I-7. Subcontracting.** Any use of subcontractors by a Proposer must be identified in the proposal. During the contract period use of any subcontractors by the selected Proposer, which were not previously identified in the proposal, must be approved in advance in writing by the Commission.

**I-8. Incurring Costs.** The Commission is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of contract.

**I-9. Questions and Answers.** Written questions 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@paturpike.com with **RFP 14-10360-4558** in the Subject Line to be received no later than **12:00 PM local time on Thursday, January 16, 2014**. All questions and written answers will be posted to the website as an addendum to and become part of this RFP.

**I-10. Addenda to the RFP.** If it becomes necessary to revise any part of this RFP before the proposal response date, addenda will be posted to the Commission's website under the original RFP document. It is the responsibility of the Proposer to periodically check the website for any new information or addenda to the RFP.

The Commission may revise a published advertisement. If the Commission revises a published advertisement less than ten days before the RFP due date, the due date will be extended to maintain the minimum ten-day advertisement duration if the revision alters the project scope or selection criteria. Firms are responsible to monitor advertisements/addenda to ensure the submitted proposal complies with any changes in the published advertisement.

**I-11. Response.** To be considered, proposals must be delivered to the Pennsylvania Turnpike Commission's Contracts Administration Department, Attention: Wanda Metzger, on or before **2:00 PM local time on Thursday, February 13, 2014**. The Pennsylvania Turnpike Commission is located at 700 South Eisenhower Boulevard, Middletown, PA 17057 (Street address). Our mailing Address is P. O. Box 67676, Harrisburg, PA 17106.

**Please note that use of U.S. Mail, FedEx, UPS, or other delivery method, does not guarantee delivery to the Contracts Administration Department by the above listed time for submission.** Proposers mailing proposals should allow sufficient delivery time to ensure timely receipt of their proposals. If the Commission office location to which proposals are to be delivered is closed on the proposal response date, due to inclement weather, natural disaster, or any other cause, the deadline for submission shall be automatically extended until the next Commission business day on which the office is open. Unless the Proposers are otherwise notified by the Commission, the time for submission of proposals shall remain the same.

**I-12. Proposals.** To be considered, Proposers should submit a complete response to this RFP, using the format provided in PART II. Each proposal should be submitted in four (4) hard copies of the Technical Submittal and four (4) hard copies of the Cost Submittal. In addition to the hard copies of the proposal, **one complete and exact copy of the entire proposal (Technical and Cost, along with all requested documents) on CD-ROM or Flash Drive in Microsoft Office or Microsoft Office-compatible format.** The electronic copy must be a mirror image of the hard copy. Proposer should ensure that there is no costing information in the technical submittal. The CD or Flash drive should clearly identify the Proposer and include the name and version number of the virus scanning software that was used to scan the CD or Flash drive before it was submitted. The Proposer shall present the proposal to the Contracts Administration Department only. No other distribution of proposals will be made by the Proposer. Each proposal page should be numbered for ease of reference.

An official authorized to bind the Proposer to its provisions must sign the proposal. If the official signs the Proposal Cover Sheet (**Exhibit A** to this RFP) and the Proposal Cover Sheet is attached to the proposal, the requirement will be met. For this RFP, the proposal must remain valid for at least 120 days. Moreover, the contents of the proposal of the selected Proposer will become contractual obligations if a contract is entered into.

Each and every Proposer submitting a proposal specifically waives any right to withdraw or modify it, except as hereinafter provided. Proposals may be withdrawn by written or fax notice (fax number (717) 986-8714) received at the Commission's address for proposal delivery prior to the exact hour and date specified for proposal receipt.

Overnight Delivery Address:

Contracts Administration Department  
Attn: Wanda Metzger  
PA Turnpike Commission  
700 South Eisenhower Blvd.  
Middletown, PA 17057

US Mail Delivery Address:

Contracts Administration Department  
Attn: Wanda Metzger  
PA Turnpike Commission  
P.O. Box 67676  
Harrisburg, PA 17106

However, if the Proposer chooses to attempt to provide such written notice by fax transmission, the Commission shall not be responsible or liable for errors in fax transmission. A proposal may also be withdrawn in person by a Proposer or its authorized representative, provided his/her identity is made known and he/she signs a receipt for the proposal, but only if the withdrawal is made prior to the exact hour and date set for proposal receipt. A proposal may only be modified by the submission of a new sealed proposal or submission of a sealed modification which complies with the requirements of this solicitation.

**I-13. Economy of Preparation.** Proposals should be prepared simply and economically, providing a straightforward, concise description of the Proposer's ability to meet the requirements of the RFP.

**I-14. Discussions for Clarification.** Proposers who submit proposals may be required to make an oral or written clarification of their proposals to the Issuing Office through the Contract Administration Department to ensure thorough mutual understanding and Proposer responsiveness to the solicitation requirements. The Issuing Office through the Contract Administration Department will initiate requests for clarification.

**I-15. Best and Final Offers.** The Issuing Office reserves the right to conduct discussions with Proposers for the purpose of obtaining "best and final offers." To obtain best and final offers from Proposers, the Issuing Office may do one or more of the following: a) enter into pre-selection negotiations; b) schedule oral presentations; and c) request revised proposals. The Issuing Office will limit any discussions to responsible Proposers whose proposals the Issuing Office has determined to be reasonably susceptible of being selected for award.

**I-16. Prime Proposer Responsibilities.** The selected Proposer will be required to assume responsibility for all services offered in its proposal whether or not it produces them. Further, the Commission will consider the selected Proposer to be the sole point of contact with regard to contractual matters.

**I-17. Proposal Contents.** Proposals will be held in confidence and will not be revealed or discussed with competitors, unless disclosure is required to be made (i) under the provisions of any Commonwealth or United States statute or regulation; or (ii) by rule or order of any court of competent jurisdiction. All material submitted with the proposal becomes the property of the Pennsylvania Turnpike Commission and may be returned only at the Commission's option. Proposals submitted to the Commission may be reviewed and evaluated by any person other than competing Proposers at the

discretion of the Commission. The Commission has the right to use any or all ideas presented in any proposal. Selection or rejection of the proposal does not affect this right.

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

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

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

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

65 P.S. §67.102 (emphasis added).

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

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

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

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

For more information regarding the RTKL, visit the Office of Open Records’ website at [www.openrecords.state.pa.us](http://www.openrecords.state.pa.us).

**I-18. Debriefing Conferences.** Proposers whose proposals are not selected will be notified of the name of the selected Proposer and given the opportunity to be debriefed, at the Proposer’s request. The

Issuing Office will schedule the time and location of the debriefing. The Proposer will not be compared with other Proposers.

**I-19. News Releases.** News releases pertaining to this project will not be made without prior Commission approval, and then only in coordination with the Issuing Office.

**I-20. Commission Participation.** Unless specifically noted in this section, Proposers must provide all services to complete the identified work. The Commission's Chief Information Officer (CIO) will serve as project executive for this effort and will have final approval authority for the deliverables produced as a result of this project. A Commission project manager, designated by the CIO, will address routine project issues and provide documentation as necessary. Other Commission participation will be limited to participation in interviews, walkthroughs, and review of deliverables.

The Commission will make limited work and meeting space available; however, Proposers should plan to locate the project team off site and to make use of its own reproduction facilities and logistical support.

**I-21. Cost Submittal.** The cost submittal shall be placed in a separately sealed envelope within the sealed proposal and kept separate from the technical submittal.

**I-22. Term of Contract.** The term of the contract will commence on the Effective Date (as defined below) and will end within twelve (12) months. The Commission shall fix the Effective Date after the contract has been fully executed by the Contractor and by the Commission and all approvals required by Commission contracting procedures have been obtained. If additional related services are deemed by the Commission to be required upon the successful and timely completion of the original scope of work, the Commission may extend scope and end date of the contract to cover the related services.

**I-23. Proposer's Representations and Authorizations.** Each Proposer by submitting its proposal understands, represents, and acknowledges that:

- a. All information provided by, and representations made by, the Proposer in the proposal are material and important and will be relied upon by the Issuing Office in awarding the contract(s). Any misstatement, omission or misrepresentation shall be treated as fraudulent concealment from the Issuing Office of the true facts relating to the submission of this proposal. A misrepresentation shall be punishable under 18 Pa. C.S. 4904.
- b. The price(s) and amount of this proposal have been arrived at independently and without consultation, communication or agreement with any other Proposer or potential Proposer.
- c. Neither the price(s) nor the amount of the proposal, and neither the approximate price(s) nor the approximate amount of this proposal, have been disclosed to any other firm or person who is a Proposer or potential Proposer, and they will not be disclosed on or before the proposal submission deadline specified in the response section of this RFP.
- d. No attempt has been made or will be made to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.

- e. The proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- f. To the best knowledge of the person signing the proposal for the Proposer, the Proposer, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as disclosed by the Proposer in its proposal.
- g. To the best of the knowledge of the person signing the proposal for the Proposer and except as otherwise disclosed by the Proposer in its proposal, the Proposer has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Proposer that is owed to the Commonwealth.
- h. The Proposer is not currently under suspension or debarment by the Commonwealth, or any other state, or the federal government, and if the Proposer cannot certify, then it shall submit along with the proposal a written explanation of why such certification cannot be made.
- i. The Proposer has not, under separate contract with the Issuing Office, made any recommendations to the Issuing Office concerning the need for the services described in the proposal or the specifications for the services described in the proposal.
- j. Each Proposer, by submitting its proposal, authorizes all Commonwealth agencies to release to the Commission information related to liabilities to the Commonwealth including, but not limited to, taxes, unemployment compensation, and workers' compensation liabilities.

**I-24. Insurance.** Proposer will comply with the Insurance requirements as described in **Exhibit C - Insurance Requirements**.

## **PART II**

### **INFORMATION REQUIRED FROM PROPOSERS**

Proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. All cost data relating to this proposal should be kept separate from and not included in the Technical Submittal. Each proposal shall consist of the completed proposal cover sheet (use Exhibit A) and two (2) separately sealed submittals. The submittals are as follows: (i) Technical Submittal, in response to Part II-1 hereof; (ii) Cost Submittal, in response to Part II-2 hereof.

The Commission reserves the right to request additional information which, in the Commission's opinion, is necessary to assure that the Proposer's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Commission may make such investigations as deemed necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish to the Issuing Office all such information and data for this purpose as requested by the Commission. The Commission reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Proposer fails to satisfy the Commission that such Proposer is properly qualified to carry out the obligations of the agreement and to complete the work specified.

#### **II-1 Technical Submittal.**

##### **A. Proposal Cover Sheet**

Use the attached Exhibit A. Show the name of your firm, Federal I.D. number, address, name of contact person, contact person's email and telephone number date and the subject: Business Intelligence and Data Analytics, **RFP 14-10360-4558**. In addition it is required that all information requested in Exhibit A be provided including information pertaining to location of office performing the work, contact information, listing of all Pennsylvania offices and total number of Pennsylvania employees, and location of company headquarters.

##### **B. Table of Contents**

Include a clear identification of the material by section and by page number.

##### **C. Cover Letter and Executive Summary**

This letter must be signed by an individual who is authorized to negotiate terms, render binding decisions and commit your firm's resources.

Summarize your understanding of our organization and the operations for which it is responsible; describe your understanding of the work to be done; and make a positive commitment to perform the work necessary. This section should summarize the key points of your submittal. (Limit to four pages.)

##### **D. Firm Overview (Limited to 4 pages, single-sided)**

Provide a brief history and description of your firm's business organization and its consulting service expertise and experience as it relates to the requirements discussed in Part IV of this RFP. Include the location of offices and the number and types of consultants or other relevant professional staff in each office. Discuss your firm's presence in and commitment to the

Commonwealth of Pennsylvania. Include a discussion of the specific expertise and services that distinguish your firm.

If you propose to subcontract any of the tasks in your response, the subcontracted firm or firms must be identified in this section. The role of the firm or firms should be explained along with a discussion of the specific expertise and services that the firm or firms contribute to the overall value of your proposal.

E. Personnel (Limited to 2 pages, single-sided)

Identify the primary person(s) who will be responsible for managing the relationship with the Commission during the project.

Provide the names, proposed roles, background and experience, current professional licenses, office location and availability of the consulting personnel that would perform the services as described in Part IV of this RFP.

Proposer must submit a current resume for all proposed staff listing relevant experience and applicable professional affiliations. Resumes should be provided as Appendix A of the Proposer's response.

F. Relevant Experience and Expertise (Limited to 6 pages, single-sided)

Provide a narrative statement regarding your consulting service capabilities and experience as related to Part IV of this RFP. Include the following:

- A statement regarding your understanding of the requirements of the project and your ability to provide consulting services in accordance with the same.
- A description of your firm's experience in providing similar consulting services to other clients, especially other governmental entities and/or similar public/private sector transportation organizations. Include the same information for any subcontractor firms included in your proposal. Describe the business practices that enable you to complete these tasks in an efficient, timely and, at times, expeditious manner.
- List all clients for which your firm has performed work similar to that described in Part IV within the past three years. Although it is not required at this time, the Commission may request Proposers to provide specific reference data at a later date.

If applicable, include a statement regarding any other related specialized consulting services your firm may offer.

G. Approach

In the body of the Technical Proposal, include the following regarding your *technical approach* to the project:

- A description of your firm's approach / methodology for establishing BI&DA capabilities for the Commission.
- A description of your strategy for discovering, validating and prioritizing high-level strategic and tactical business needs.

- A description of your approach to assessing the Commission's current business and technical capabilities to support an on-going BI&DA program.
- A description of your proposed processes and critical success factors for identifying a combination of use cases and data sets to support a subsequent evaluation of enabling technologies.
- A work plan, including tasks, dependencies, durations and deliverables covering the entire scope of the project. The project duration should not exceed 6 months. Include a Gantt chart.
- A description of quality assurance criteria and processes your team will use to confirm the completeness and correctness deliverables.

Following your description of your technical approach, in the body of Technical Proposal, include a description of your *management approach*, including the following:

- Your view of the critical success factors related to the management of this project.
- Explain how you will verify that the critical success factors are being achieved.
- Your proposed approach to keeping Commission management informed of project events and progress.

Attach as Appendix B:

- Examples of data collection templates you propose to use.
- A description and representative samples of any deliverables proposed above.
- Representative sections of a BI&DA strategy and/or roadmap developed by your firm, for another similar-size client. (The Commission's identifying information may be removed or redacted.)

Attach as Appendix C:

- a sample project status report.

#### H. Commitment to Diversity and Inclusion

The Turnpike Commission is committed to the inclusion of disadvantaged, minority and woman firms in contracting opportunities. Responding firms shall clearly identify DBE/MBE/WBE firms expected to participate in the Contract, in their Proposal. Proposed DBE/MBE/WBE firms must be certified by the Pennsylvania Unified Certification Program ([www.paucp.com](http://www.paucp.com)) at the time of the submission of the proposal. The utilization of disadvantaged, minority and women-owned businesses are encouraged and will be considered a factor in the evaluation determination.

#### **II-2 Cost Submittal.**

The information requested in this section shall constitute your cost submittal. **THE COST SUBMITTAL SHALL BE PLACED IN A SEPARATE SEALED ENVELOPE WITHIN THE SEALED PROPOSAL AND ON A CD-ROM, SEPARATE FROM THE TECHNICAL SUBMITTAL.**

Proposers should **not** include any assumptions in their cost submittals. If the proposer includes assumptions in its cost submittal, the Issuing Office may reject the proposal. Proposers should direct in writing to the Issuing Office pursuant to Part I-9, Questions and Answers of this RFP

any questions about whether a cost or other component is included or applies. All Proposers will then have the benefit of the Issuing Office's written answer so that all proposals are submitted on the same basis.

The Proposer must complete **Exhibit B** - Cost Breakdown. Proposer must provide information that identifies the Resources (by position) that will be devoted to the effort, the average loaded rate for those resources and the number of hours each will devote to the effort. The table must also identify any other direct costs that went into calculating the Proposer's cost. The sum of the loaded rates times the number of hours for each position, plus the other direct costs must equal the total fixed price cost of the project.

Any costs not provided in the cost proposal will be assumed as no charge to the Commission.

Financial commitments to DBE/MBE/WBEs should be identified in the Cost Submittal and should be expressed in terms of the percentage of the total cost of the proposal.

Invoices should be submitted monthly. Proposers should expect to invoice the total fixed price cost for each task on the invoice representing the month in which formal acceptance of the final deliverable for the task is achieved. Project management and administration costs associated with Task 4 should occur monthly with costs distributed equally over the six month term of the contract.

The Contractor shall only perform work on the Contract after the Effective Date is affixed and the fully-executed contract sent to the selected Proposer. The Commission shall issue a written Notice to Proceed to the selected Proposer authorizing the work to begin on a date which is on or after the Effective Date. The Contractor shall not start the performance of any work prior to the date set forth in the Notice of Proceed and the Commission shall not be liable to pay the Contractor for any service or work performed or expenses incurred before the date set forth in the Notice to Proceed. No Commission employee has the authority to verbally direct the commencement of any work under the Contract.

## **PART III**

### **CRITERIA FOR SELECTION**

**III-1. Mandatory Responsiveness Requirements.** To be eligible for selection, a proposal shall be (a) timely received from a Proposer; and (b) properly signed by the Proposer.

**III-2. Technical Nonconforming Proposals.** The two (2) Mandatory Responsiveness Requirements set forth in Section III-1 above (a&b) are the only RFP requirements that the Commission will consider to be non-waivable. The Issuing Office reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in the proposal, (2) allow the Proposer to cure the nonconformity, or (3) consider the nonconformity in the evaluation of the proposal.

**III-3. Proposal Evaluation.** Proposals will be reviewed, evaluated, and rated by a Technical Evaluation Team (TET) of qualified personnel based on the evaluation criteria listed below. 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.

Award will only be made to a Proposer determined to be responsive and responsible in accordance with Commonwealth Management Directive 215.9, Contractor Responsibility Program.

**III-4. Evaluation Criteria.** The following criteria will be used, in order of relative importance from the highest to the lowest, in evaluating each proposal:

1. Proposer and Personnel Qualifications and Experience
  - a. Proposer's relevant experience and expertise in performing consulting services as they relate to the requirements discussed in Part IV of this RFP. The Proposer's experience in BI&DA will be considered in the evaluation of this factor.
  - b. Qualifications, experience and competency of professional personnel who will be assigned to the contract by the Proposer including tenure with firm, length of time in the industry and type of experience.
  - c. Demonstrated ability of the Proposer to undertake a project of this size.
  - d. Response of references if the Commission elects to solicit them.
2. Approach
  - a. Understanding of the Commission's needs and scope of work.

- b. Soundness of proposed approach, methodology, and deliverables for conducting consulting services as related to the requirements discussed in Part IV of this RFP.
  - c. Quality, completeness and applicability of sample deliverables provided.
  - d. Responsiveness, organization, and clarity of Proposal.
3. Cost.
- While this area may be weighted heavily, it will not normally be the deciding factor in the selection process. The Commission reserves the right to select a proposal based upon all the factors listed above, and will not necessarily choose the firm offering the best price. The Commission will select the firm with the proposal that best meets its needs, at the sole discretion of the Commission.
4. Disadvantaged, Minority and Women Business Enterprise (D/M/WBE).
- This refers to the inclusion of D/M/WBE firms, as described in Part II-1, H, and the extent to which they are expected to participate in the Contract. Participation will be measured in terms of total dollars committed or percentage of total contract amount to certified D/M/WBE firms.

## PART IV

### WORK STATEMENT

#### IV-1. Objectives.

##### **General.**

The Commission is interested in expanding and formalizing its use of data to support decision making through the development of a robust BI&DA framework.

##### **Specific.**

The objectives in issuing this RFP include:

- Discovering and prioritizing the Commission's needs and opportunities for BI&DA;
- Identifying common analysis activities across the Commission and revealing overlapping data needs ;
- Identifying the Commission's current capacity, capabilities, and gaps to implementing the BI&DA;
- Creating a continuous process for expanding and improving upon the Commission's BI&DA capabilities; and
- Development of use cases for the selection of an appropriate and adequate set of tools to support the Commission's framework.

#### IV-2. Nature and Scope of the Project.

This is an enterprise level project which calls for experienced consulting services.

In order to cut costs, streamline operations, and fuel continual process improvements, the Commission needs to have access to critical data in a manner that supports individual analyses. This includes presenting current and historical data in executive dashboards that are available on an ad-hoc basis and accessible to support predictive analysis. Commission managers must be able to understand the past, monitor the present and predict future outcomes. This requires the creation and implementation of a BI&DA framework that discovers and addresses the Commission's evolving needs across the organization.

This framework shall cover the full span of Commission operations. This includes the offices under the jurisdiction of the Chief Executive Officer (CEO) as reflected in the abbreviated organization chart provided in Figure 1 which follows. SAP is the primary system of record; however, there are many other potential centralized and decentralized data sources.

NOTE: The selection of tools is not within the scope of this engagement. Instead, tool selection will be undertaken independently by the Commission. The work described in this section must be performed such that it is not dependent on the selection of a specific tool or toolset. Failure to meet this requirement will result in the Supplier being precluded from future procurements for hardware, software or services related to the BI&DA effort. A decision on future preclusion will be made following acceptance of Task 2 project deliverables (Refer to Part IV-4).

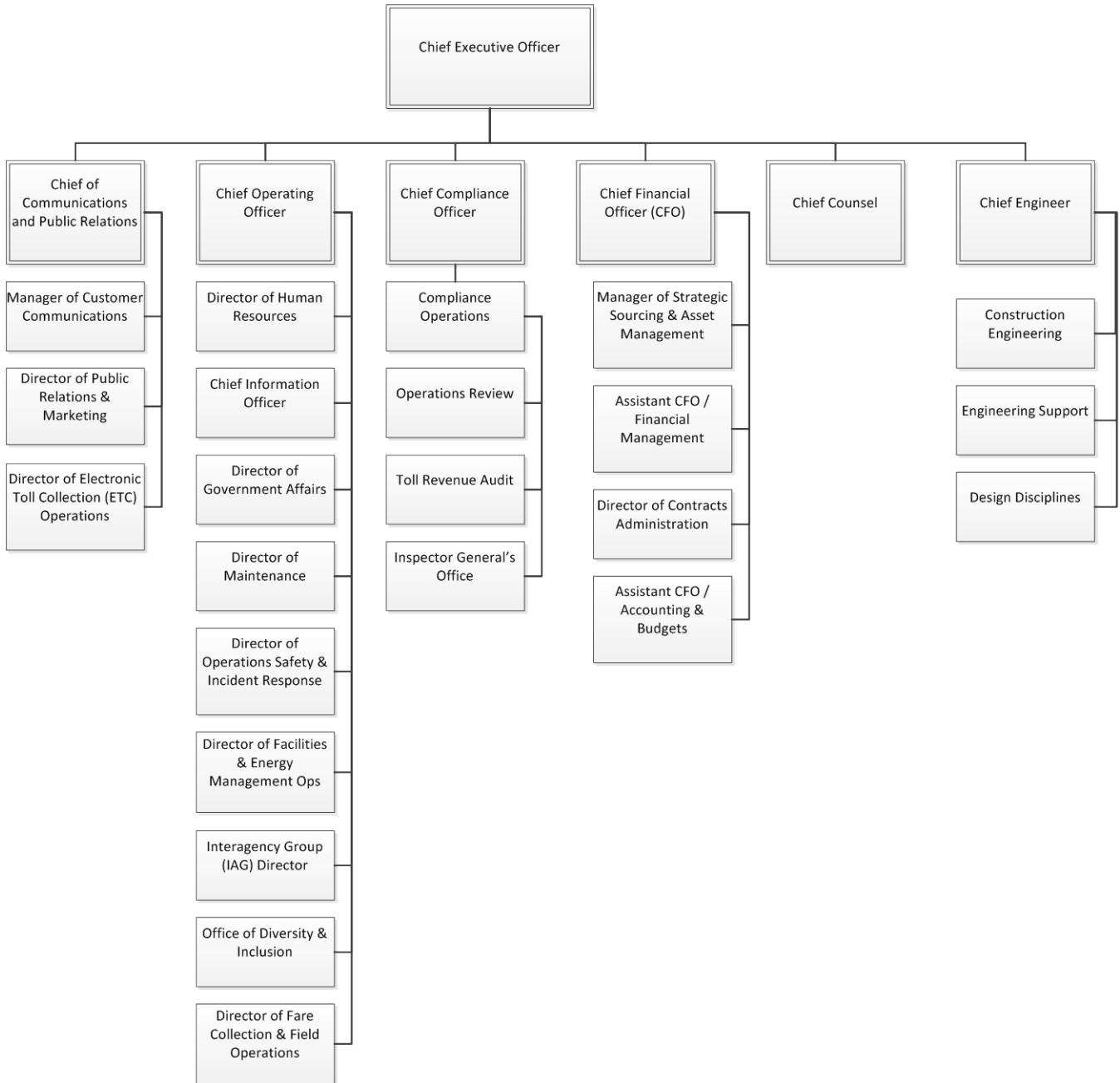


Figure 1

#### IV-3. Requirements.

The Supplier must perform project activities and deliverables in accordance with relevant accepted industry practices. This section describes the standards and timeframes that should drive the delivery of services.

- The solution must provide managers throughout the Commission with self-service access to the data and insight they need, no matter where the information resides. This includes the Commission's SAP and other data sources.
- The solution must provide the foundation for well-conceived executive dashboards, user-friendly ad hoc capabilities, and forward-looking predictive analytics.

- Rather than being tied to the capabilities of a specific commercial tool offering, the foundation and roadmap activities must be valid regardless of the toolset eventually selected by the Commission.
- The scope of work outlined must be completed within six months of the notice to proceed.

The following section describes the specific tasks for this project.

#### **IV-4. Tasks.**

This section describes what the Supplier is expected to do and what it is expected to produce. The task descriptions in this section are intended to provide an overview of the work to be performed. The Commission expects the Supplier to apply its experience in performing similar projects for previous clients to identify and perform the tasks required to allow the Commission to meet its stated objectives and goals.

The description of each task identifies the minimum deliverables that must be provided to the Commission. For each deliverable, the Supplier is expected to conduct at least two structured walkthroughs with Commission-designated personnel. A design walkthrough should present the Supplier's plan for the scope, organization and content of the deliverable. This walkthrough should be conducted early in the task plan as a means of validating the alignment of expectations. A second walkthrough should be conducted when the deliverable is considered functionally complete and prior to final formatting and production.

##### **Task 1: Define a BI&DA Strategy**

The Supplier will be expected to define a strategy, for sustained BI&DA development, around a set of business capabilities and the data that enables them. The analysis for this strategy should be performed at the enterprise level, engaging business managers in all functional areas of the Commission. The strategy should support the management of BI&DA opportunities as a coherent program of projects. Components of the strategy should address the following:

- BI&DA opportunities for measuring and improving the Commission's key functions and processes;
- Prioritization of opportunities based on factors such as Return On Investment (ROI), feasibility and risk;
- Guidance, coordination and integration of BI&DA initiatives facilitating cross-program analysis and reuse of data and functionality;
- Metrics for measuring the success of BI&DA applications in improving the business performance of the Commission;
- Identification of data elements desired but not currently available;
- Required actions to establish BI&DA as an ongoing program as opposed to an one-time activity; and
- Approaches for identifying and managing risk.

Deliverable: The required deliverable for this task is the BI&DA strategy document.

## Task 2: Define a Supporting Business and Technical Architecture

The Supplier will be expected to define a business and technical architecture to support the BI&DA strategy. The architecture should provide a framework for organizing the data, information management and technology components that will be used to build the BI&DA system.

- The data components of the architecture should include the internal and external sources of structured and unstructured data that users will need to access and analyze to meet their business requirements, including requirements for data currency, data quality and the level of detail.
- The information management components of the architecture should include data integration, data cleansing, data dimensions and business rules that conform to the architectural guidelines.
- The architecture should describe the conceptual and logical technology components to be used to present information to business users and enable them to analyze the data. This includes the tools to be used within an organization<sup>1</sup> as well as the supporting IT infrastructure – i.e., hardware, database software and networking devices.

To support the Commission's subsequent selection of BI&DA tools, the Supplier will be expected to define a minimum of five use cases and related datasets that the Commission can use to evaluate a variety of commercially available tool sets. Use cases should be representative of the needs of various business users. The Commission will provide an SAP and SQL Server environment to support the use case data sets. The materials provided must be adequate to assess the capability of the toolset to support dashboard, ad hoc and predictive analysis.

### Deliverable:

The required deliverables for this task include:

- A BI&DA architecture document which addresses:
  - Required data, information management and brand-neutral technology components;
  - Gaps and options for improvements to the existing environment; and
  - Technical risks and issues.
- A defined set of use cases and related data sets (including identification of existing data sources as well as requisite new data sources) for the Commission's use in evaluating alternative BI&DA analysis, reporting and query tools address:
  - Dashboards of past/current data;
  - Ad-hoc query of past/current data;
  - Predictive analysis of future trends based on past/current data.

## Task 3: Describe Options and Roadmap

The Supplier will be expected to provide a comprehensive set of options for implementation of the BI&DA strategy and architecture.

### Deliverable:

The deliverable for this task is a roadmap and set of alternatives including:

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<sup>1</sup> The selection and implementation of tools will be undertaken independently by the Commission. Consequently, specification of BI&DA tools must be brand neutral and should be described in terms of required functional characteristics and features only. All specifications must be justifiable by documented and approved Commission requirements.

- A deployment plan with a roadmap and implementation timeline;
- Options for addressing key issues and gaps; and
- Identification of likely organizational roadblocks and risks or other concerns that might affect future BI&DA program activities

#### Task 4: Perform Project Management and Administration

The Supplier will be expected to assign a project manager who has experience in successfully delivering projects of a similar size, scope and complexity. The initial project plan submitted as part of the RFP response should be maintained and updated to reflect project progress. The Supplier should arrange for structured walkthroughs throughout the project as described at the beginning of this section.

Deliverable: The required deliverables for this task include the reports described in Section IV-5 of this RFP.

#### **IV-5. Reports and Project Control.**

The Supplier will be expected to provide the following project control reports and documentation.

- A. Task Plan. A work plan which identifies the work elements of the task, the resources assigned and the time allotted to each task, and the deliverable items to be produced. The initial task plan provided in response to the RFP should be updated on a regular basis. It should form the basis of progress reporting. Any changes to the work plan that impact scheduling or costs should be brought to the attention of the Commission's CIO immediately upon becoming known.
- B. Status Report. A bi-weekly progress report covering activities, problems, and recommendations; the report should be keyed to the work plan.
- C. Problem Identification Report. An "as required" report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected task. It should list possible courses of action with advantages and disadvantages of each, and include recommendations with supporting rationale.
- D. Project Close-Out Report. This report should include the identification of any outstanding issues or incomplete tasks as well as any lessons learned.

**Exhibit A – PROPOSAL COVER SHEET**

**Pennsylvania Turnpike Commission**

**Business Intelligence and Data Analytics Project**

**RFP# 14-10360-4558**

**Enclosed in two separately sealed submittals is the technical and cost proposal for the Proposer identified below for the above referenced RFP:**

<b>Proposer Information:</b>	
Proposer Name	
Proposer Mailing Address	
Proposer Website	
Proposer Contact Person	
Contact Person's Phone Number	
Contact Person's Fax Number	
Contact Person's Email Address	
Proposer Federal ID Number	

<b>Submittals Enclosed and Separately Sealed:</b>	
<input type="checkbox"/>	Technical Submittal
<input type="checkbox"/>	Cost Submittal

<b>Signature</b>	
Signature of an official authorized to bind the Proposer to the provisions contained in the Proposer's proposal:	_____
Print Name	
Title	

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM WITH THE PROPOSAL MAY RESULT IN  
THE REJECTION OF THE PROPOSAL.**

**Exhibit B - COST BREAKDOWN**

Business Intelligence and Data Analytics Project

RFP NUMBER [RFP 14-10360-4558]

<b>INSTRUCTIONS</b>	
1	All yellow cells in sheets must be filled out completely
2	Formulas are imbedded in Worksheets. Proposers must verify that all calculations, subtotal costs and grand total costs are accurate.
3	Task Costs: For each task, identify separately for each resource the role description, hourly rate, # of hours, and total resource cost. The total task cost will be calculated based upon these entries. Additional Resources lines may be added to tasks as needed.
4	Other Direct Costs: Enter the total of all other direct billable costs associated with the Task. This will be added to the task resource total to determine the total task cost.
5	DBE/MBE/WBE: Enter the commitment for each task area for the supplier. Percentages are calculated based on the commitment entered relevant to the total proposed price for the task area. The total percentage commitment is calculated based on the total commitment to the supplier entered relevant to the total proposed price for the RFP. If necessary, the table may be copied and repeated for each additional DBE/MBE/WBE.
6	As Stated in Section I-9 of the RFP, please contact the Contracts Administration Department at RFP-Q@paturnpike.com with [RFP 14-10360-4558] in the subject line with any questions or concerns.
7	Payment for services under this contract are fixed-price. The hours listed are for any task or deliverable are for informational purposes only and will not be binding on the Commission

## Exhibit B - COST BREAKDOWN

Business Intelligence and Data Analytics Project

RFP NUMBER [RFP 14-10360-4558]

Task Area 1: Define a BI&DA Strategy			
Role/Position	Fully-loaded Hourly Rate	Hours	Cost (Rate x Hours)
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
<b>Task Area 1 Resource Subtotal</b>			\$ -
<b>Other Direct Costs</b>			\$ -
<b>Task Area 1 Total</b>			\$ -

Task Area 2: Define a Supporting Business and Technical Architecture			
Role/Position	Fully-loaded Hourly Rate	Hours	Cost (Rate x Hours)
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
<b>Task Area 1 Resource Subtotal</b>			\$ -
<b>Other Direct Costs</b>			\$ -
<b>Task Area 2 Total</b>			\$ -

Task Area 3: Describe Options and Roadmap			
Role/Position	Fully-loaded Hourly Rate	Hours	Cost (Rate x Hours)
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
<b>Task Area 1 Resource Subtotal</b>			\$ -
<b>Other Direct Costs</b>			\$ -
<b>Task Area 3 Total</b>			\$ -

Task Area 4: Perform Project Management and Administration			
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<b>Role/Position</b>	<b>Fully-loaded Hourly Rate</b>	<b>Hours</b>	<b>Cost (Rate x Hours)</b>
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
	\$ -	0	\$ -
<b>Task Area 1 Resource Subtotal</b>			\$ -
<b>Other Direct Costs</b>			\$ -
<b>Task Area 4 Total</b>			\$ -

<b>Grand Total all Tasks</b>	\$ -
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**Exhibit B - COST BREAKDOWN**

Business Intelligence and Data Analytics Project  
RFP NUMBER [RFP 14-10360-4558]

**Proposed Costs (from Tab 1)**

Task Area	Proposed
Task Area 1	\$ -
Task Area 2	\$ -
Task Area 3	\$ -
Task Area 4	\$ -
<b>Total Commitment</b>	<b>\$ -</b>

**DBE/MBE/WBE Commitment**

(Repeat this table for each DBE/MBE/WBE in the proposal)

DBE/WBE/WBE Firm:		
Task Area	Commitment in Dollars	Percentage*
Task Area 1	\$ -	#DIV/0!
Task Area 2	\$ -	#DIV/0!
Task Area 3	\$ -	#DIV/0!
Task Area 4	\$ -	#DIV/0!
<b>Total Commitment</b>	<b>\$ -</b>	<b>#DIV/0!</b>

\* Percentage is calculated relative to the individual line item of the commitment to the DBE/MBE/WBE as relates to the total cost of the associated Task/Total on Tab 1.

**EXHIBIT C – INSURANCE REQUIREMENTS**  
Business Intelligence and Data Analytics Project  
RFP# 14-10360-4558

**A. General Insurance Requirements**

1. The Professional Services shall not commence until the Professional Service Contractor has obtained, at their own expense, all of the insurance as required hereunder and such insurance has been approved by the Commission; nor shall the Professional Service Contractor allow any Subcontractor or any Sub-Subcontractor or any tier (hereinafter referred to collectively as "Subcontractor") to commence work on any Commission projects until all insurance required of the Subcontractor has been so obtained and approved by the Professional Service Contractor. Approval of insurance required of the Professional Service Contractor will be granted only after submission to the Commission, original certificates of insurance signed by the representatives of the insurers or, at the Commissions request, certified copies of the required insurance policies. Certificates of insurance shall be provided to the Commission, evidencing the coverage listed below, ten days prior to the start of work of this Project and thereafter upon renewal or replacement of each coverage. The required coverage shall not include any exclusions or endorsements, which are not acceptable to the Commission. Failure of the Commission to demand such certificate or other evidence of full compliance with these insurance requirements or failure of the Commission to identify a deficiency from evidence that is provided shall not be construed as a waiver of the Professional Service Contractor's obligation to maintain such insurance. With respect to insurance maintained after final payment in compliance with a requirement below, an additional certificate(s) evidencing such coverage shall be provided to the Commission with final application for payment and thereafter upon renewal or replacement of such insurance until the expiration of the time period for which such insurance must be maintained.
2. The Professional Service Contractor shall require all Subcontractors to maintain during the term of the Contract Insurance of the type and in the minimum amounts as described below and required of the Professional Service Contractor. Any obligations imposed upon the Professional Service Contractor as part of this contract shall be so imposed upon any and all Subcontractors as well.
3. All insurance required herein, with the exception of the Professional / Errors and Omissions Liability Insurance shall be written on an "occurrence" basis and not a "claims-made" basis. For Professional Liability "claims-made" coverage:

- a. The retroactive date must be on or prior to the start of work under this contract; and
  - b. The Professional Service Contractor must purchase “tail coverage/an extended reporting period” or maintain coverage for a period of three years subsequent to the completion of their work / final payment.
4. The Commission, its commissioners, agents, servants, employees and representatives shall be named as additional insured on the Professional Service Contractor’s liability insurance program (except Workers Compensation and Professional Liability policies) for ongoing operations and completed operations on a primary noncontributory basis. Coverage to include ongoing and completed operations using ISO Endorsements CG 2010 and CG 2037, or their equivalents. Each of the Additional Insured’s respective members, employees, agents and representatives shall also be afforded coverage as an Additional Insured. Coverage should be provided for a period of three years subsequent to the completion of work/final payment. The Commission reserves the right to require the Professional Service Contractor to name other parties as additional insureds as required by the Commission. There shall be no “Insured versus Insured Exclusion” on any policies; all policies will provide for “cross liability coverage”.
5. All insurance policies required hereunder shall be endorsed to provide that the policy is not subject to cancellation, non-renewal, or material reduction in coverage until thirty (30) days prior written notice has been given to the Commission. In the event of cancellation or non-renewal of coverage(s), it is the Professional Service Contractor’s responsibility to replace coverage to comply with the Contract requirements so there is no lapse of coverage for any time period. In the event the insurance carriers will not issue or endorse their policy(s) to comply with the above it is the responsibility of the Professional Service Contractor to report any notice of cancellation or non-renewal at least thirty (30) days prior to the effective date of this notice.
6. No acceptance and/or approval of any insurance by the Commission shall be construed as relieving or excusing the Professional Service Contractor or the Professional Service Contractor’s Surety (if applicable) from any liability or obligation imposed upon either or both of them by provisions of this Contract.
7. Any deductibles or self insured retention’s (SIR) of (\$10,000) or greater shall be disclosed by the Professional Service Contractor, and are subject to Commissions written approval. Any deductible or retention amounts elected by the Professional Service Contractor or imposed by the Professional Service Contractor’s insurer(s) shall be the sole responsibility of the Professional Service Contractor. In the event any policy includes an SIR, the Professional Service Contractor is responsible for payment within

the SIR of their policy(ies) and the Additional Insured requirements specified herein shall be offered within the SIR amount(s).

8. All insurance companies shall have an AM Best's rating of at least "A-, Class VIII" or better and be permitted to do business in the State of Pennsylvania.
9. There shall be no liability upon the Commission, public officials, their employees, their authorized representatives, or agents either personally or as officials of the Commission in carrying out any of the provisions of the Contract nor in exercising any power or authority granted to them by or within the scope of the Contract, it being understood that in all such matters they act solely as agents and representatives of the Commission.

10. Waiver of Rights of Recovery and Waiver of Rights of Subrogation:

- a. The Professional Service Contractor waives all rights of recovery against the Commission and all the additional insureds for loss or damage covered by any of the insurance maintained by the Professional Service Contractor .
  - b. If any of the policies of insurance required under this contract require an endorsement to provide for the waiver of subrogation, then the named insured of such policies will cause them to be so endorsed.
11. Any type of insurance or any increase in limits of liability not described above which the Professional Service Contractor requires for its own protection or on account of statute shall be its own responsibility and at its own expense.
12. The amount of insurance provided in the aforementioned insurance coverages, shall not be construed to be a limitation of the liability on the part of the Professional Service Contractor.
13. Professional Service Contractor shall promptly notify the Commission and the appropriate insurance company(ies) in writing of any accident(s) as well as any claim, suit or process received by the insured Professional Service Contractor arising in the course of operations under the contract. The Professional Service Contractor shall forward such documents received to his insurance company(ies), as soon as practicable, or as required by its insurance policy(ies).

## B. Professional Service Contractor Liability Insurance Requirements

- The Professional Service Contractor shall purchase the following insurance coverage's for the minimum limits specified below or required by law.
  - **Commercial General Liability** insurance for bodily injury, personal injury, and property damage including loss of use, etc. with minimum limits of:
    - \$1,000,000 each occurrence;
    - \$1,000,000 personal and advertising injury;
    - \$2,000,000 general aggregate; and
    - \$2,000,000 products/completed operation aggregate.

This insurance shall include coverage for all of the following

- Coverage is to be provided on ISO CG 00 01 12 07 or an equivalent form ("Occurrence Form") including Premises - Operations, Independent Contractors, Products/Completed Operations, Broad Form Property Damage, Contractual Liability, and Personal Injury and Advertising Injury;
  - General aggregate limit applying on a per project basis;
  - Products/Completed Operations Coverage must be maintained for a period of at least three (3) years after final payment / completion of work (including coverage for the Additional Insureds as set forth in these Insurance Requirements);
  - No Exclusions for development, construction, building conversion, etc with respect to the project's location and / or where the work is to be completed by the Professional Service Contractor;
  - Coverage for "Resulting Damage";
  - No sexual abuse or molestation exclusion;
  - No amendment to the definition of an "Insured Contract"; and
  - The definition of an "Insured Contract" must be amended to provide coverage for all work on or within 50 feet of a railroad. A stand alone Railroad Protective Liability policy may be required based on the scope of this project.
- 
- **Business Auto Liability** insurance with a minimum combined single limit of \$1,000,000 per accident and including, but not limited to, coverage for all of the following:
    - Liability arising out of the ownership, maintenance or use of any auto;
    - Auto non-ownership and hired car coverage
    - Contractual Liability Coverage (including Liability for Employee Injury assumed under a Contract as provided in the standard ISO policy form)
    - For Professional Service Contractors involved in the transportation of hazardous material, include the following endorsements: MCS-90 and ISO-9948

- **Workers' Compensation** insurance with statutory benefits as required by any state or federal law, including standard "other states" coverage; **employer's liability** insurance with minimum limits of:

\$1,000,000 each accident for bodily injury by accident;  
\$1,000,000 each employee for bodily injury by disease; and  
\$1,000,000 policy limit for bodily injury by disease.

1. United States Longshore & Harbor Workers Act Coverage, where applicable;
  2. Maritime Coverage under the Jones Act, where applicable;
  3. Federal Employers Liability Act (FELA) coverage, where applicable;
  4. Includes Sole Proprietorships and Officers of a Corporation who will be performing the work; and
  5. Where applicable, if the Professional Service Contractor is lending or leasing its employees to the Commission for the work under this contract (e.g. crane rental with operator), it is the Professional Service Contractor's responsibility to provide the Workers Compensation and Employer's Liability coverage and to have their policy endorsed with the proper Alternate Employer Endorsement.
- **Professional Liability:** Professional Service Contractors (such as, but not limited to Architects, Engineers, Attorneys, Financial Advisors, Marketing Professionals, Physicians and Risk Management Consultants) shall provide professional liability and/or malpractice insurance with minimum limits of \$5,000,000. The definition of "covered services" shall include the services required in the scope of this contract.
  - **Umbrella Liability or Excess Liability** insurance with minimum limits of:

\$5,000,000 per occurrence;  
\$5,000,000 aggregate for other than products/completed operations and auto liability; and  
\$5,000,000 products/completed operations aggregate.

Policy to apply on a Following Form basis of the Commercial General Liability, Commercial Automobile Liability and Employers Liability Coverage.

- **Pollution Liability (If Applicable) Insurance**
  - Covering losses caused by pollution incidents that arise from the operations of the Professional Service Contractor described under the scope of services of this contract. This is to include all work completed by the Professional Service Contractor, including testing and / or removal of any and all pollutants.
  - Occurrence/Claims Made Limit: \$1,000,000 per project

- Insurance to be maintained for the duration of the work for a period of three years thereafter
- No Exclusions for Silica, Asbestos, Lead, or Lead Based Paint Testing.
- Include Mold Coverage for full policy limit of liability.
- Shall include coverage for all pollutants as defined under the Resource Conservation and Recovery Act, as amended, 42 U.S.C. Section 6901 et. Seq. (“RCRA”) or any related state or city environmental statute or the removal of any petroleum contaminated material at the project.
- All owned and / or 3<sup>rd</sup> Party disposal facilities must be licensed and maintain pollution liability insurance of not less than \$2,000,000, if applicable.
- **Watercraft and Aircraft Liability**
  - Provide coverage for bodily injury, property damage, personal and advertising injury arising out of any owned, leased, hired, or borrowed watercraft or aircraft; and
  - Minimum Limits of Liability: \$10,000,000 Per Occurrence / \$10,000,000 Aggregate
- **Crime**
  - Include the Employee Theft and Theft, Disappearance and Destruction coverage parts.
  - The Employee Theft Coverage part shall include the Clients’ Property Endorsement (ISO Form CR 04 01, or its equivalent).
  - Minimum Limits of Liability: \$1,000,000 Per Occurrence
- **Privacy Liability**
  - Professional Service Contractor shall maintain coverage for third party liability arising out of breach of privacy, inclusive of confidential and proprietary business information, HIPAA violations and other breaches of personally identifiable information and/or protected health information that may arise from their work with this contract.
  - Minimum Limits of Liability: \$1,000,000 Per Claim / \$1,000,000 Aggregate
  - Privacy Breach Notification and Credit Monitoring: \$250,000 Per Occurrence

## **C. Indemnification**

To the extent that state and/or federal laws limit the terms and conditions of this clause, it shall be deemed so limited to comply with such state and/or federal law. This clause shall survive termination of this contract. The Professional Service Contractor shall protect, defend, indemnify and hold harmless the Commission, its commissioners, and their agents, servants,

employees, and representatives (the "Indemnified Parties") from and against all liability (including liability for violation of any law or any common law duty), claims, damages, losses, and expenses including attorneys' fees arising in connection with, out of, or resulting from the performance of the work, provided that any such liability, claim, damage, loss or expense (i) is attributable to bodily injury, sickness, disease, or death, or to any statutory or regulatory rule designed to protect against such conditions, or to injury to or destruction of tangible property (other than the work itself), and including the loss of the use resulting there from, and (ii) is caused by or results from, in whole or in part, any act or omission of the Professional Service Contractor or any Subcontractor or anyone direct or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is also caused by or results from any act or omission of any party indemnified hereunder. Such obligation shall not be construed to negate, abridge, or reduce other rights, obligations or indemnity which would otherwise exist as to a party or person described in this Indemnification.

In any and all claims against the Indemnified Parties by an employee of the Professional Service Contractor or any Subcontractor or anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, the indemnification obligation shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for any Professional Service Contractor or any Subcontractor under Workmen's Compensation Acts, Disability Benefits Acts, or other employee benefit act.

These Indemnification provisions shall survive the termination of this contract.

## **Addendum No. 1**

RFP # 14-10360-4558

### **Business Intelligence and Data Analytics Project**

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

**REVISION**

1. The response date referenced in Part I-11 of the RFP has been extended and revised as follows:

I-11. Response. To be considered, proposals must be delivered to the Pennsylvania Turnpike Commission's Contracts Administration Department, Attention: Wanda Metzger, on or before ~~Thursday, February 13, 2014~~ **Thursday, February 27, 2014** at 2:00 p.m. local time.

All questions submitted in response to the above referenced RFP as of January 16, 2014, will be answered on a separate Addendum that will be posted at a later date.

All other terms, conditions and requirements of the original RFP dated January 2, 2014 remain unchanged unless modified by this Addendum.

## Addendum No. 2

RFP # 14-10360-4558

### Business Intelligence and Data Analytics Project

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

#### REVISIONS

1. The response date referenced in Part I-11 of the RFP and Addendum 1 - Revision 1 has been extended and revised as follows:  
I-11. Response. To be considered, proposals must be delivered to the Pennsylvania Turnpike Commission's Contracts Administration Department, Attention: Wanda Metzger, on or before ~~Thursday, February 13, 2014~~ ~~Thursday, February 27, 2014~~  
**Thursday, March 6, 2014 at 2:00 p.m. local time.**
2. Exhibit B – Cost Breakdown (Revised 2-10-14)

#### ADDITIONS

1. Exhibit D - SAP BW/BI System Summary

#### QUESTIONS & ANSWERS

Following are the answers to questions submitted in response to the above referenced RFP as of January 16, 2014. All of the questions have been listed verbatim, as received by the Pennsylvania Turnpike Commission.

1. **Will the successful awardee of RFP NUMBER 14-10360-4558 be precluded from bidding on the subsequent BI&DA tool selection RFP?**  
**The solicitation method for the BI&DA tool has not yet been defined. While it is not our intent to preclude the awardee of RFP NUMBER 14-10360-4558 from bidding on the subsequent BI&DA tool selection RFP, vendors may be precluded if they do not provide tool-agnostic deliverables as part of this procurement.**
2. **Is the selected supplier eligible for or precluded from any subsequent procurements related to the project?**  
**The solicitation method for the BI&DA tool has not yet been defined. While it is not our intent to preclude the awardee RFP NUMBER 14-10360-4558 from bidding on the subsequent BI&DA tool selection RFP, vendors may be precluded if they do not provide a tool-agnostic deliverables as part of this procurement.**

3. Will bidding on this RFP exclude anybody from bidding on future implementation of a proposed solution?

The solicitation method for the BI&DA tool has not yet been defined. While it is not our intent to preclude the awardee RFP NUMBER 14-10360-4558 from bidding on the subsequent BI&DA tool selection RFP, vendors may be precluded if they do not provide a tool-agnostic deliverables as part of this procurement.

4. What systems and or data systems does the Commission use apart from SAP.  
A complete application inventory is not available.

5. Are there any data cleansing tools in place currently?  
No, there are no tools in place.

6. Is there a data warehouse or business warehouse in place? If yes, which tool is it and what version?

The Commission utilizes SAP Business Warehouse. Please reference the above addition 1 - Exhibit D - SAP BW/BI System Summary.

7. Can you provide a list of the tools you are considering selecting. The solution you choose will largely affect timelines and implementation strategy.

The selection of tools is not within the scope of this RFP. Instead, tool selection will be undertaken independently by the Commission.

8. Does PTC currently have a Business Intelligence or Data Warehousing Centre of Excellence. Is there a key sponsor appointed for this ongoing strategic initiative?

There currently is no BI/DW Center of Excellence. The key sponsors for the BI-DA initiative are the CIO and COO.

9. Does the Commission have a current Analytical environment and can the existing architecture of said environment be shared?

There is no current analytical environment.

10. What BI/DA best practices, procedures, policies projects or tools exist currently for the Commission or is this the first project to work with the subject matter.

Nothing is standardized. This is the first project to work with the subject matter.

11. Is the “fully loaded hourly rate” assumed to include time and expenses? (page 17 paragraph 2)

Per section II-2 of the RFP, "any costs not provided in the cost proposal will be assumed as no charge to the Commission". Any direct expenses not included within the hourly rate must be included in the Cost Breakdown, per Exhibit B, Instruction 4.

12. In the calculation tables, in the subtotal sections, there is a repeating label for Task 1 subtotal. Please clarify the presence of that label and correct if necessary.

See the revised Exhibit B – Cost Breakdown (Revised 2-10-14) that is posted with this addendum.

13. Can the Cost Breakdown worksheet be made available in MS Excel format, or other editable format?

The Excel spreadsheet is provided as an embedded attachment to the PDF file. This is accessible by downloading the PDF and then expanding the "attachments" in the left navigation.

14. May we request an MSWord version of Exhibit C- Cost Breakdown?

The cost matrix is Exhibit B and must be submitted in MS Excel format. The Excel spreadsheet is provided as an embedded attachment to the PDF file. This is accessible by downloading the PDF and then expanding the "attachments" in the left navigation.

15. The instructions refer to formulas embedded in Worksheets. Please provide Exhibit B in MS-Excel Worksheet format.

The Excel spreadsheet is provided as an embedded attachment to the PDF file. This is accessible by downloading the PDF and then expanding the "attachments" in the left navigation.

16. In the instructions under Exhibit B- Cost Breakdown it says that all yellow cells in the sheet must be filled out completely and the formulas are embedded in the worksheets to calculate total costs accurately. There are no Spreadsheets but only the PDF which does not work. Will you be providing the appropriate Excel spreadsheets for us to fill out?

The Excel spreadsheet is provided as an embedded attachment to the PDF file. This is accessible by downloading the PDF and then expanding the "attachments" in the left navigation.

17. Project management and administration costs associated with Task 4 are prorated monthly over six months. All other costs are billable in the month when the deliverable was accepted by the Commission. Is this a correct understanding?

This is correct.

18. What if any expectations are there regarding minority work, specifically D/M/WBE and its it assumed they should be based out of Pennsylvania? Is there an expected or required %?

The Commission will consider as part of its evaluation the D/M/WBE commitment included within proposals. There is no required percentage.

19. To what extent does the Commission expect DBE/MBE/WBE's to participate in the Contract?

The Commission will consider as part of its evaluation the D/M/WBE commitment included within proposals. There is no required percentage.

20. The RFP notes that WBE/DBE/MBE participation is encouraged and will be a factor in the proposal evaluation, but I see any suggested or required % participation of the total dollars/project. Is there a suggested or required % of participation?

The Commission will consider as part of its evaluation the D/M/WBE commitment included within proposals. There is no required percentage.

21. What is the current perceived data quality?

This is unknown.

22. In the deliverable section under Task 2: Define a Supporting Business and Technical Architecture, a reference is made to "requisite new data sources." Please explain, as this may introduce significant project risk. Also, Task 1: Define a BI&DA Strategy states, "Identification of data elements desired but not currently available." Are these data elements in reference to the "requisite new data sources," mentioned above?

"Requisite new data sources" refers to preferred data elements identified by the business areas but for which no data source has been identified.

23. Task 2: Define a Supporting Business and Technical Architecture, makes reference to "unstructured data." Please explain the types and quantities of any existing or future unstructured data.

It is our expectation that the proposer will identify this information as part of the interview process.

24. What are your data volumes, how much data will we be working with here?

Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment.

25. What are the other data sources besides SAP? Can you provide a diagram or list and some more details?

Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owner's additional data sources will be identified.

26. Can the Commission further quantify the statement on page 13, "there are many other potential centralized and decentralized data sources," for purposes of data profiling estimation?

Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional data sources will be identified.

**27. Approximately how many data sources will be involved in this process?**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**28. Does the Pennsylvania Turnpike Commission have an inventory of data sources beyond SAP?**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**29. Approximately how many data sources are anticipated to be part of this new architecture? For internal source systems, what is their maturity (e.g., at one end of the spectrum, completely manual; at the other end, a fully automated, fully integrated, verified data warehouse)?**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**30. How many centralized and decentralized Data Sources both internal and external to Pennsylvania Turnpike Commission (SAP, and others) are to be included in this engagement?**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**31. How many data sources are expected to be part of this analysis beyond SAP?**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**32. Do you own Business Warehouse? If yes, have you deployed it?**

Yes. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment.

**33. Do you own SAP HANA? If yes, have you deployed it?**

No. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment.

- 34. In each business unit, what analytics are being used today, and what are the perceived gaps in the current state solution?**  
Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment. It is anticipated that through the interview process with business process owner's gaps in the current state will be identified.
- 35. What Business Intelligence tools if any do you use currently?**  
Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment.
- 36. What type of BI capabilities are in place at PA Turnpike today?**  
Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment.
- 37. What Business Intelligence (i.e. data integration, data warehousing, information delivery, governance) capabilities currently exist at Pennsylvania Turnpike Commission today?**  
Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment.  
Reporting is primarily through SAP Business Warehouse or manually.
- 38. What reporting and analysis does Pennsylvania Turnpike Commission currently perform (i.e. standard batch reporting, ad hoc query, predictive analysis, dashboards)?**  
Reporting is primarily through SAP Business Warehouse or manually.
- 39. How do you do reporting and analysis at present?**  
Reporting is primarily through SAP Business Warehouse or manually.
- 40. How are reports and dashboards currently being generated?**  
Reports are primarily generated from SAP BW. For data not currently in BW, the reporting methods are unknown. It is our expectation that the proposer will identify this information as part of the interview process.
- 41. Are there today any existing predictive analytics teams / applications being supported by the Commission (e.g. route optimization, peak traffic seasonality / factor analysis, etc.) or is the current state of information delivery all Business Intelligence type workflows (alerts, reports, cubes, datamarts, etc.)?**  
You should not assume that there are any existing predictive analytics.
- 42. How do you currently forecast your most important KPI's/metrics?**  
There currently are no standard Key Performance Indicators/metrics.
- 43. Have KPIs been defined for measuring/monitoring the effectiveness of the Commission's key business processes?**  
No, KPIs have not yet been established.

**44. Are there any limitations the Commission puts on citizenship or state residency for supplier project team members?**

No limitations.

**45. While this RFP covers most functional areas of the Commission, are their certain departments that may require more attention than others during the Roadmap review sessions?**

No.

**46. When will the answers to the questions be posted/answered by the Commission?**

Answers are provided in this Addendum number 2.

**47. Also, let us know whether if any Certification is mandatory to participate in this Solicitation.**

Certification is not stated in the RFP as a requirement but it can be taken into consideration by the Commission.

**48. Who will be the key users for this solution?**

The RFP deliverables will be used by Executive Leadership and the IT staff to guide implementation BI&DA solutions for the PTC.

**49. Is there an estimated start date for the project?**

For proposal purposes, an estimated start date of May 1, 2014, should be used. The actual start date will be determined based upon the negotiation and award timeframe.

**50. What is the planned project start date?**

For proposal purposes, an estimated start date of May 1, 2014, should be used. The actual start date will be determined based upon the negotiation and award timeframe.

**51. Please describe the expected user population (number of individuals, split across departments, and the nature of users, e.g., casual user, power user, administrator) for the dashboards, ad-hoc capabilities, and predictive analytics capabilities.**

It is expected that this will be identified through the work effort of this RFP. PTC has about 700 knowledge workers.

**52. Can we assume that, whenever required, data will be retrieved and provided in simple format (such .xls) to the consultant by the customer?**

It is unclear to which data this refers. The Commission will provide all data that is required and agreed to in Microsoft Office or flat file formats. The Commission will provide a sandbox SAP environment replicating the production environment; data extraction/transformation of SAP is not required. Any data sources designed for the use cases not residing in the SAP environment must be

constructed, modeled, and populated in the SQL environment to support the use cases delivered in Task 2.

53. Do you currently employ a strategic quality practice, such as Six Sigma, ISO 9000, or Deming's "Plan-Do-Check-Act"?

No.

54. Does the Commission have a BICC, or plans to establish a BICC in the near future?

No, the Commission does not have a Business Intelligence Competency Center.

55. Task 1, 2 and 3 seem to be sequentially phases; while task 4 seems to be in-parallel across the project duration. Is this correct? Or does task 4 include some additional tasks to be performed after tasks 1, 2 and 3?

Task 4 includes project management and administration efforts that will be employed for the duration of the effort and in conjunction with tasks 1, 2, and 3.

56. A justification for the effort was stated as a need to "cut costs". Are these primarily labor/productivity costs, redundancies in technologies, or process overlap? This again helps to focus the strategic assessments on people, process, or technology, or at least impact their weightings.

The Commission needs to have access to critical current and historical data in a manner that supports individual analysis through dashboards as well as ad-hoc review and monitoring and predictive analysis. The ultimate goal is better operational decision making.

57. What prompted the RFP? In other words, what cumulative actions took place to recognize a gap and need for this practice to be developed and enhanced at the Pennsylvania Turnpike Commission? This will help zero in on the immediate pain points for consideration during assessment and scoping activities.

The Commission hired a new CIO who identified a lack of BI&AD capabilities as a significant gap.

58. What are the expected benefits/new capabilities sought with a new architecture?

The Commission needs to have access to critical current and historical data in a manner that supports individual analysis through dashboards as well as ad-hoc review and monitoring and predictive analysis. Commission managers must be able to understand the past, monitor the present and predict future outcomes. This requires the creation and implementation of a BI&DA framework that discovers and addresses the Commission's evolving needs across the organization.

**59. Have the business pain points in the Commission's functioning already been identified?**

**No.**

**60. Is there an expectation or preference that all work by all resources be performed at the location of the Turnpike Commission?**

**This is answered on Page 5, section I-20, "Commission Participation" in the RFP. The Commission will make limited work and meeting space available; however, Proposers should plan to locate the project team off site and to make use of its own reproduction facilities and logistical support.**

**61. Is there a preferred project management tool for the required detailed work breakdown/work plan and Gantt chart?**

**The preferred tool is Microsoft Project.**

**62. What is the duration of the project? Section I-22/Page 5, states - The term of the contract will commence on the Effective Date (as defined below) and will end within twelve (12) months However, on page 9, the statement is made - A work plan, including tasks, dependencies, durations and deliverables covering the entire scope of the project. The project duration should not exceed 6 months. Include a Gantt chart. While it is true that 6 months is within 12 months, we would like you to please verify the duration of Project. Is there a potential for extensions beyond the initial 6-month delivery period?**

**The project should be proposed as a 6-month effort.**

**63. Section I-22 states, "The term of the contract will commence on the Effective Date (as defined below) and will end within twelve (12) months. Elsewhere in the RFP, the project duration is defined as no greater than 6 months. Please clarify.**

**The project should be proposed as a 6-month effort.**

**64. The project duration states 6 months on page 9, II-G but in I-22 the term of the contract will end within 12 months. Does this mean additional work may be added or asked for after the first 6 months?**

**The project should be proposed as a 6-month effort.**

**65. While this is clearly a strategy project, is the Commission willing to consider an approach that leverages data discovery and profiling tasks – which would require the Commission to provide temporary infrastructure upon which our software would run – as part of the due diligence?**

**The proposer should propose an approach that best meets the objectives of the RFP.**

**66. Was this RFP written internally or by a third party?**

**The RFP was developed internally.**

- 67. I was hoping to find out when there will be BI tool requirements to match this services request for proposal? Section 1-4 states it is not included in the RFP. Please advise**

The selection of tools is not within the scope of this RFP. Instead, tool selection will be undertaken independently by the Commission.

- 68. Has the Pennsylvania Turnpike Commission undertaken any efforts to establish a BI&DA program to date and if so what have been the outcomes?**

While the BW implementation provides significant reporting capabilities, the full benefits of BI&DA has not been realized.

- 69. Is there Master Data Management process, governance and/or system in place?**

There currently is no Master Data Management process in place.

- 70. As we are looking forward to participate in this solicitation, we would like to know that is this opportunity open for all vendors or only pre qualified vendors?**

This RFP open for all vendors who meet the RFP requirements.

- 71. If prior BI/DA projects were executed- were there gaps or issues resulting that the Commission is seeking to overcome or address in this initiative? If so, what are those issues or gaps?**

This is the first BI/DA project for the Commission.

- 72. Has the Commission performed a formal needs or organizational assessment surrounding BI and DA?**

This RFP is intended to define the Commission needs as well as the strategy to address those needs.

- 73. Please confirm that two CD's with proposal files are required: One containing all Technical Submittal files and a second containing only the Cost Submittal.**

Two CDs must be submitted separately. One with the Technical Submittal and one separate with the Cost Submittal.

- 74. How many Pennsylvania Turnpike Commission physical locations will the consultant be expected to visit in this engagement and where are they located?**

While some executives reside in the Western Regional Office and the Eastern Regional Office, for the purposes of this procurement proposers may assume the interviews will take place at the Central Administration Building in Middletown.

- 75. Are all the stakeholders/SMRs local to Harrisburg? If not, where is the location of each?**

While some executives reside in the Western Regional Office and the Eastern Regional Office, for the purposes of this procurement proposers may assume the interviews will take place at the Central Administration Building in

Middletown.

76. What are the constraints or shortcomings about the existing architecture that are driving the need for this project?

While the PTC uses SAP Business Warehouse, a BI&DA framework and roadmap does not exist.

77. Can the Commission please verify that the anticipated business manager interviewees are located at the Commission's facilities in Middletown? If not, please explain any other geographies involved.

Yes, interviews will all occur in the Commission's Central Administration Building in Middletown.

78. Is it satisfactory to list expected subcontractors by role or slot instead of by name, in the case where the source of necessary resource might not be known at the time of response?

Yes, subcontractors may be identified by role for proposal purposes. Prior to start of the project, all resources must be identified by name.

79. Has any discovery been yet done on the business case achievable by streamlining BI/data operations (e.g. opty to sunset reports / dashboards)

You should not expect any existing discovery on business cases.

80. Can you give us a "ballpark' numbers for the following?: a) Number Dashboards by Subject Area? b) Number of "canned" reports? c) Number and known complexity of source "systems of record" in addition to SAP? d) What SAP modules do they currently have installed? e) Does the Turnpike currently own or use SAP BW in any form or fashion? f) What does the Turnpike mean by use cases being built with SAP and SQR? Is the Turnpike expecting the consultant to do any coding during this phase? g) How many Executive interviews are anticipated and what levels of the organization should be included or will the Turnpike want our recommendation as a part of this response based on your Organization? h) How many locations do the Executives reside in and what should our assumptions be for travel as a part of this project?

No we cannot. B) No we cannot. C) No we cannot D) Please see the SAP-related attachment. E) Please see the SAP-related attachment. F) The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data

required by the Use Cases will be available to be used as part of that process. G) The proposer should determine this. H) While some executives reside in the Western Regional Office and the Eastern Regional Office, for the purposes of this procurement proposers may assume the interviews will take place at the Central Administration Building in Middletown.

81. What other types of specialized consulting services would be of to the Commission in our submission of our capabilities?

Proposals should address the requirements defined within the RFP.

82. Could you add the words “With the exception of Professional Liability,” to the beginning of the text for section 10a? To the extent that someone contributes to a loss involving professional liability we would want to have the option to come back to that person. This fosters more professional performance and imposes the liability responsibility on the appropriate party.

Professional Liability is applicable to this work.

83. Exhibit C. Can the Commission confirm that the BI and DA project does not require Railroad Protective Liability coverage?

There is no requirement for Railroad Protective for a contract of this nature.

84. Exhibit C. Can the Commission elaborate on the requirement for coverage “General aggregate limit applying on a per project basis.”?

This is to ensure that your insurance limits are not eroded by claims that may have occurred on other projects. The entire insurance coverage limit must be available for this specific project.

85. Are Watercraft and Aircraft Liability and Privacy Liability insurance requirements applicable to this work?

Watercraft or Aircraft Liability would not be applicable to this work.

86. Exhibit C. Can the Commission confirm that the Watercraft and Aircraft Liability section does not apply for travel in commercial airline flights?

Watercraft or Aircraft Liability would not be applicable to this work.

87. Exhibit C. Can the Commission confirm that the Pollution Liability section does not apply for the BI and DA project?

We would be amenable to waiving the requirement for pollution liability for this work.

88. Regarding insurance requirements, are the watercraft and aircraft liability/pollution liability requirements applicable for the type of services rendered by this contract? If our firm does not carry these these types of insurance, may we specify within the body of the proposal?

We would be amenable to waiving the requirement for watercraft and aircraft

**liability/pollution liability for this work.**

89. **Can you estimate the number of in person interviews you might expect?**  
**The proposer should determine this.**
90. **By the Commission's count, how many managers will need to be interviewed in the performance of this task?**  
**The proposer should determine this.**
91. **How many business functional areas and interview sessions (individual or group) will be required during the information gathering activities to define business requirements, desired capabilities and potential value to be derived from the solution?**  
**The proposer should determine this.**
92. **How many technical interviews/working sessions will be required during the information gathering activities to define the current state environment and desired state architecture requirements?**  
**The proposer should determine this.**
93. **Task 1 states “engaging business managers in all functional areas of the Commission”. How many managers need to be interviewed? Or rather, how many interview sessions are needed?**  
**The proposer should determine this.**
94. **Can the Commission please, at a high level: a. Describe any additional, existing Business Intelligence applications. B. Describe the extent to which business processes are documented. C. Describe the extent to which any future-state requirements have been documented.**  
**A) The commission utilizes SAP Business Warehouse. Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment. B) Some business processes are well documented. C) Do not expect future-state requirements to be well-documented.**
95. **What mobile devices are currently in use or supported?**  
**We have nothing standardized. This is the first project to work with the subject matter.**
96. **[Vendor's Name] is planning to bid for this RFP along with a partner, since we have options to partner with US based companies and some overseas, we would like to know whether there are any restrictions on where the partner company is located?**  
**No.**

- 97. Can you provide a current system landscape? What versions of SAP are currently in place?**

**Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment.**

- 98. Is there an existing portal? If yes, which tool is it and what version?**

**The Commission uses SAP's Enterprise Portal 6.0.**

- 99. Section IV. Tasks: How many business managers by functional area are expected to participate in the BI and DA project?**

**It is our expectation that the proposer will identify this information as part of the interview process.**

- 100. What resources will be made available during the project? Will someone from the PTC work alongside us throughout the engagement to remove obstacles, gather resources, and help follow through to close open items?**

**The Commission Project Manager will serve as the primary point of contact for the awardee and will facilitate scheduling of staff and meeting locations in collaboration with the schedule defined by the awardee.**

- 101. What is the expected availability of resources from the Commission, to help facilitate the project activities including but not limited to setting up workshops, interviews, etc.?**

**The Commission Project Manager will serve as the primary point of contact for the awardee and will facilitate scheduling of staff and meeting locations in collaboration with the schedule defined by the awardee.**

- 102. Will the Pennsylvania Turnpike Commission schedule all interviews/workshops and confirm attendance? To what extent will PTC project lead participate in individual or group gathering activities alongside Consultant staff?**

**The Commission Project Manager will serve as the primary point of contact for the awardee and will facilitate scheduling of staff and meeting locations in collaboration with the schedule defined by the awardee. The Commission Project Manager will also assist in the gathering activities. However, the Provider is ultimately responsible for all deliverables, independent of the Project Manager's actions.**

- 103. How much participation will the Pennsylvania Turnpike Commission provide on the project for resources such as subject matter experts and process owners?**

**This is to be determined by the proposer. Refer to the organization chart provided in section IV of the RFP.**

- 104. Section IV-4. Tasks: How many Commission personnel will participate in each of the Deliverable walkthroughs?**

**It is expected that 5-10 people will participate.**

- 105. Approximately how many stakeholders/Subject Matter Resources (SMRs) are connected with the data sources and systems?**  
A high level organization chart is provided in the RFP. The proposer can assume multiple Stakeholders/SMRs from each department.
- 106. Will resources from both functional areas be made available for analysis & requirements gathering efforts?**  
You should expect that resources will be made available for analysis & requirements gathering efforts.
- 107. Are there regulatory restrictions that we should be aware of that might influence that architectural design, such as co-location of data elements or turnaround time on answering inquiries?**  
Some commission data is HIPAA covered. We are unaware of other regulatory restrictions and would expect proposer to determine this as part of assessment.
- 108. What current versions or modules of SAP does the Commission currently use?**  
Please see the SAP-related attachment. It is anticipated that through the interview process with business process owners, those additional systems and data sources will be identified.
- 109. What subject areas does the scope include e.g. Finance, Procurement, HR, Supply Chain?**  
Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment.
- 110. What Modules of SAP have been implemented and are in use?**  
Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment.
- 111. In order to appreciate the scale of the architecture, please describe the current state – current architecture, systems, reports, and vendor technologies used, even if they are mostly manual.**  
SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners' additional centralized and decentralized data sources will be identified.
- 112. Section IV-4. Tasks: Can the Commission provide the number of SAP modules in use? Can the Commission estimate how many additional sources of data will be considered for analysis as part of the BI and DA project?**  
SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**113. Does the Commission have in mind a minimum number of dashboards/ reports to be delivered, or does Task 2 entail simply delivering the capability plus recommendations for dashboards/reports?**

Deliverables for this RFP should identify the dashboards/queries/analysis desired by the business areas. The use cases included as a Task 2 deliverable will be built using representative dashboards/queries/analysis examples as defined by the business areas. The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that process.

**114. Is it fair to assume that while creation of ‘deployment plan’ is part of scope, actual deployment or monitoring of deployment is not?**

Deployment of the strategy is not within scope of this RFP.

**115. Will the scope of this project include data-warehouse (schema) design as well?**

Design of the data-warehouse schema is not in scope for this effort.

**116. Do you want or expect our help in providing and list of leading vendors and their Strengths and weaknesses based on Granter and our experience?**

No.

**117. IV-2. Nature and Scope of the Project states, “SAP is the primary system of record; however, there are many other potential centralized and decentralized data sources.” As a fixed-price contract is anticipated, can the Commission please provide an overview of the existing systems / data sources, to include type and purpose, measure of complexity, underlying technologies, # of users, completeness/comprehensiveness of documentation, etc.**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI System Summary attachment for other data sources. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

**118. Is it expected to use statistical modeling for arriving at predictive model? If yes, is use of statistical tools part of scope of this project and will those tools be provided by the customer?**

Selection and provisioning of the BI & DA tools is not within scope for this effort. However, use cases and identified data sources must provide the

capability for the Commission to adequately test all defined components, including predictive analysis, of BI&DA tools. The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that process.

**119. Will all of this be on premise or are you considering a cloud solution?**

The Commission has not determined where the resulting solution will be hosted.

**120. What comprises of ‘deployment plan’? Does deployment include installation of software, data preparation, installation of BI & DA tools, generation of queries and creation of dashboards only?**

The deployment plan should include and identify the steps required to successfully implement the delivered strategy.

**121. Identifying common analysis across the Commission- does this mean all business processes are in scope and if so how many area areas, groups, activities does that include?**

The organizational groups identified within section IV of the RFP are within scope for processes assessed and included within the BI&DA strategy.

**122. Please confirm that Road Map review sessions will be held independently with each department as shown on the organizational chart on Page 14?**

The structure of review sessions is to be determined by the proposer.

**123. Is there a current business capabilities document that can be provided to help understand the scope and magnitude of the problem domain for BI/DA?**

There is no existing business capabilities document.

**124. Please clarify the importance of a firm’s “Pennsylvania presence” in the evaluation process as described in Section III-3 of the RFP but omitted from Section III-4.**

A "Pennsylvania presence" is not stated in the RFP as a requirement but it can be taken into consideration by the Commission.

**125. Could you please clarify this provided sentence, ‘The Commission will provide an SAP and SQL Server environment to support the use case data sets.’ Is the SAP & SQL Server environment there to validate input data, or is there an expectation that some form of use case validation will be performed?**

The Commission will provide a sandbox SAP environment replicating the production environment; data extraction/transformation of SAP is not required. Any data sources designed for use cases not residing in the SAP environment must be constructed, modeled, and populated in the SQL environment to support the use cases delivered in Task 2. The design and development of dashboards, ad-hoc queries, and/or predictive analysis is not in scope. However, the use cases and related data sets must be sufficient for future analysis of those capabilities in specific toolsets. The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that process.

**126. Task 2: Define a Supporting Business and Technical Architecture states, “the Supplier will be expected to define a minimum of five use cases and related datasets that the Commission can use to evaluate a variety of commercially available tool sets... The Commission will provide an SAP and SQL Server environment to support the use case data sets.” a) Please explain what is expected from the Supplier with regard to the provided SAP and SQL Server environments. Related, does the scope include any necessary modeling and database creation of the SQL Server environment, as well as extraction, transformation, and loading of the existing SAP data? b) Please verify that the design and development of dashboards, ad-hoc queries, and/or predictive analysis is not in scope.**

a) The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that

process. b) No, the design and development of dashboards, ad-hoc queries, and/or predictive analysis is not in scope. However, the use cases and related data sets must be sufficient for future analysis of those capabilities in specific toolsets.

**127. Can we get further clarification on “SAP use Cases” and their expectations for the 5 required?**

The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that process.

**128. Among the requirements of Task 2 on RFP page 16, the contractor will be required to define at least 5 use cases and “related datasets” for subsequent evaluation of commercial software products by the Commission. At what level of development is the contractor required to deliver these data sets – a conceptual description of data architecture; a logical data model; or a physical database implementation in the SAP/SQL Server environment provided?**

It is our expectation that the data set development would include conceptual, logical and physical implementations, including test data population that would enable the evaluation of toolsets as part of a subsequent RFP. The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that process.

**129. Can we assume that deliverable for task 2 will be theoretically presented on how the use-cases will be addressed and not actual creation of dashboards or report?**

The goal and intent of the Use Cases and the related Datasets is to provide the Commission with exercisable examples of actual business processes that can

eventually be used to test various Business Intelligence/Data Analytics toolsets. Once the proposer develops the Use Cases, the expectation is that the proposer will use existing data in a provided sandbox SAP environment replicating the production environment. A separate SQL Server environment also will be available. The proposer may use any existing data that is required by the Use Cases. However, if the Use Cases require data that does not currently exist, it is expected that the proposer will develop test data required by the Use Cases so that, when the Commission eventually evaluates toolsets for procurement, all of the data required by the Use Cases will be available to be used as part of that process. The design and development of dashboards, ad-hoc queries, and/or predictive analysis is not in scope. However, the use cases and related data sets must be sufficient for future analysis of those capabilities in specific toolsets.

130. Does the Commission have previously defined use cases that can provided to responders to help better understand the goals and objectives for BI/DA?  
There are no existing use case documents.
131. In addition to SAP, what types of data sources are envisaged e.g., custom applications with transactional data in relational databases, structured data in Excel workbooks, unstructured data in email?  
It is our expectation that the proposer will identify this information as part of the interview process.
132. The RFP mentions PA UCP as a qualifier for Minority/Woman/Disadvantaged business inclusion. Will the Commission consider a PA State Certified Minority/Woman/Disadvantaged business to meet this criterion without UCP certification?  
The Commission currently recognizes firms for counting toward the minimum participation level goal that are certified as a DBE with the PA Unified Certification Program for RFPs.
133. How many Internal/external stakeholders do you foresee being a part of this project from the Commission?  
A high level organization chart is provided in the RFP. The proposer can assume multiple Stakeholders/SMRs from each department. It is not anticipated that the proposer would be involved with external stakeholders.
134. Is there a framework, architecture or other document that can be Given to responders to help define the current Commission IT Environment?  
Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment.

- 135. SAP is referenced in the RFP. What other source systems or database software is currently being used?**

SAP is the primary data source. Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment. It is anticipated that through the interview process with business process owners, additional centralized and decentralized data sources will be identified.

- 136. Does the Commission use SAP's HANA or any other Bi/DA tool currently?**

No. Please see Addition 1 - Exhibit D - SAP BW/BI Summary attachment.

- 137. What is the volume of the user community including external stakeholders that fall under this scope?**

A high level organization chart is provided in the RFP. The proposer can assume multiple Stakeholders/SMRs from each department. It is not anticipated that the proposer would be involved with external stakeholders.

- 138. Are there regulatory requirements and stakeholders for the BI/DA that must be addressed by this strategy and if so what and who are they?**

Some commission data is HIPAA covered. We are unaware of other regulatory restrictions and would expect proposer to determine this as part of assessment.

- 139. Is this project intended to include stakeholders input from the entire organization chart shown of managers and their respective areas?**

A high level organization chart is provided in the RFP. The proposer can assume multiple Stakeholders/SMRs from each department.

- 140. What type of dashboard tools does the Commission currently use?**

The proposer should not assume that any dashboard tools are currently in use.

- 141. Cross-program analysis – what other programs would be involved in this strategy? How will the stakeholders be guaranteed to be available for this effort if competing programs need their participation concurrently?**

A high level organization chart is provided in the RFP. The proposer can assume multiple Stakeholders/SMRs from each department. You should expect that resources will be made available for analysis & requirements gathering efforts.

- 142. What metrics or KPI's (Key Performance Indicators) are already in place today to measure the success of other IT initiatives?**

There currently are no standard Key Performance Indicators/metrics.

143. Exhibit C/Insurance 1, Page 1 of 7, Certified Copies - The insurance requirements contain some items that are outside of the core risk management concerns and are not practical for large IT vendors to comply with. Is it possible for you to remove the words "...or, at the Commission's request, certified copies of the required insurance policies." From the first paragraph in section 1? We do not provide certified copies of policies and would not want to be precluded from bidding because of this requirement.

**We would be amenable to provision of a certificate of insurance evidencing the required coverage.**

144. Exhibit C/Insurance 1, Page 1 of 7, Approval of unspecified endorsements - Could you remove the following sentence from the first paragraph of section 1 "The required coverage shall not include any exclusions or endorsements, which are not acceptable to the Commission."? One has no way of knowing what might not be acceptable to the Commission. We, like most companies, use standard ISO forms that include customary exclusions and endorsements.

**The Turnpike Commission should be advised of any exclusions not standard to the ISO form and any endorsements not required by law.**

145. Exhibit C/Insurance 4, Page 2 of 7, Named Insured vs. blanket - Can you substitute the word "included" for the word "named" at the end of the first sentence. We use a blanket additional insurance form which includes all of the entities we provide insurance for without naming each of them individually. You have the same coverage you would have if you were named. This is a common insurance industry practice. It actually enhances coverage because it removes any problems from potential administrative errors in adding, endorsing or removing names from the certificates.

**We have no issue with this request.**

146. Exhibit C/insurance 7, Page 2 of 7, Commission approval of Deductibles - Could the first 3 words "Any deductible or" be removed from the first paragraph of section 7. We are a large company with numerous customers and contracts. We use deductibles that are appropriate for our size and collateralized with our insurer. It would be impractical for us to submit our deductible practice for approval in every RFP we participate.

**Our concern is that a bidding firm may maintain deductibles that are beyond its financial ability to satisfy.**

- 147. Exhibit C/Insurance, Page 3 of 7, AM Best Ratings - Can you add at the beginning of section 8 “With the exception of any wholly owned captive,”? Not all captives are rated by AM Best. It seems appropriate that companies using properly funded and managed captives not rated by AM Best not be excluded from responding to this RFP**

Should the Turnpike Commission agree to add the requested wording, we will request the following wording be added to the end of item 8: “With regard to any wholly owned Captive, the Professional Service Contractor shall submit the most recent Audited Financial Statements (and any Annual Audited Financial Statements issued subsequent to execution of this contract) to the Commission for their review and approval. The Professional Service Contractor must also provide the Commission with the full Company name of each Fronting Carrier involved in the Wholly Owned Captive, and must certify that the Wholly Owned Captive is in good standing with the appropriate regulatory body in which it is domiciled.”

All other terms, conditions and requirements of the original RFP dated January 2, 2014 remain unchanged unless modified by this Addendum.