Answers to Vendor Questions – Questions are in black, Answers are in red

1. Question: In connection with the live voice support do you have any further detail regarding the Average Handle Time for these calls?
   
   Answer: The Average Handle Time varies depending upon time of year; see RFP specifications.

2. Question: CSAT requirements indicated that the supporting vendor must remain in the top quartile. Is there an existing measurement tool that is currently being employed to quantify this metric? Or, would the vendor be responsible for incorporating their own CSAT measurement process?
   
   Answer: The vendor is responsible for developing this metric. The proposal should include the vendor’s method of measuring customer satisfaction and will be part of the evaluation process.

3. Question: At what interval is the Abandonment Rate calculated to determine compliance with the required metric…daily/weekly/monthly?
   
   Answer: Weekly

4. Question: Do you have any data with respect to the historical occurrence rate of non-English contacts? If you do…could you please provide for Voice/E-mail/Chat separately?
   
   Answer: The occurrence rate is minimal for email and chat, very low for voice. Approximately 5% overall.

5. Question: Understanding that the work is geographically confined to North America…would you consider the Caribbean to fall within the acceptable boundary?
   
   Answer: No.

6. Question: Will you be providing existing training modules?
   
   Answer: Yes.

7. Question: What is the current training methodology and timeline?
   
   Answer: Training is currently conducted by PCC at implementation and for changed processes; by the vendor for new hires. Timeline is dependent upon subject and staffing level.

8. Question: Would the chosen vendor have access to the current LMS via VPN connection through a web portal?
   
   Answer: Yes.
9. Question: What is the current ticketing system being employed by the operating vendor? Would existing tickets migrate as part of any transitional process?

Answer: Right Now; no.

10. Question: Given that there is an existing provider that has been managing this process, can you share any challenges or pain-points that PCC has experienced with them.

Answer: There are no existing challenges or pain-points.

11. Question: With reference to Section 2, Scope of Work, 1. Key Project Deliverables and 6. Functional Area Topics to be Addressed, will the vendor or the College pay for software licenses so that we can login and interface with the College technology platforms?

Answer: The College will pay for the licenses to access College content/student management systems.

12. Question: In Section 2, Scope of Work, 3. Minimum Service Standards, does the response time for peak and non-peak times correlate to those referenced in Section 2, 4. Historical Call Volume (peak times being August, September, January and May)?

Answer: Yes.
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13. Question: With reference to Section 2, 4. Historical Call Volume, can you break down the types of calls received further within the functional areas?

Answer: For Student Accounts and Financial Aid, yes. For Student Services, no. Student Services calls are not currently handled by our vendor.

<table>
<thead>
<tr>
<th>Financial Aid</th>
<th></th>
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<tbody>
<tr>
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<table>
<thead>
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<td>1952</td>
</tr>
<tr>
<td>December</td>
<td>1874</td>
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</tbody>
</table>

14. Question: Referencing ATTACHMENT B, Fee Schedule, what is the approximate historical percentage of calls that required ADA support? Spanish speaking services?

Answer: Exact percentages are not known, but are minimal.

15. Question: Scope of Work, Section 3. What time zone covers the 7:00am to midnight coverage?

Answer: Arizona Standard Time

16. Question: Can you provide call distribution either by month, week, day, hour? Or all?

Answer: No

17. Question: Can companies from outside the USA apply for this?

Answer: If the call center will be located in North America, yes.
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18. Question: Can you provide a more detailed responsibility matrix?
   Answer: More information needed to respond to this question.

19. Question: What has been your typical number of hours required per month for this project?
   Answer: Our service has been 24/7 for the last year.

20. Question: Can you please provide a break-down percentage of the calls, chat and emails?
   Answer: In terms of the breakdown, using August as an example; FA had 26,059 calls, 10,528 chats, and 1,927 e-mails. SA had 13,483 calls, 890 chats, and 630 e-mails.

21. Question: Can we submit our proposals via email/fax?
   Answer: Faxed or emailed proposals are not acceptable.

22. Question: Is there required CRM software that call data must be entered into for tracking purposes along with email queue monitoring activity? If so, is this accessible by the vendor selected, or would the vendor be required to provide the software?
   Answer: The SIS and any CRM would be available for the vendor to view, entry would not be necessary. The ticketing system will be the method to track activity.

23. Question: Are you open to penalties/incentives?
   Answer: More information is needed in order to respond.

24. Question: What is the average handle time defined for the calls and chat?
   Answer: Three minutes

25. Question: Can you provide the KPI’s defined for this project?
   Answer: See RFP specifications.

26. Question: What are the SLA’s that are required? Or do you expect us to provide our standard SLA’s?
   Answer: See RFP specifications. Any not listed are open for discussion in contract negotiations.

27. Question: Whether companies form outside USA can apply for this? (From India or Canada)
   Answer: If the call center will be geographically situated in North America, yes.
Question: Whether we need to come over there for meetings?

Answer: This would be helpful during implementation, but not required after.

Question: Can we perform the tasks (related to RFP) outside USA? (From India of Canada)

Answer: Canada, yes. India, no.

Question: Can we submit our proposals via email?

Answer: Faxed or emailed proposals are not acceptable.

Question: Are the typical Advising questions that are referenced in Section 1 Proposal Summary included in the list of Student Services Support Questions? If not will some be provided?

Answer: Yes.

Question: Does this proposal include Veterans (VA/military) support?

Answer: Only as needed to direct a student needing these services to the appropriate department at PCC.

Question: Could you provide samples or clarify what is meant by Referral Services?

Answer: Referring students to community or agency services, upon request by the student. That information would be provided to the vendor.

Question: One section mentioned student login support for username and password retrieval. Is this considered within scope?

Answer: Yes. This is not an IT function, this is merely directing student to the appropriate location within the portal, so that they can retrieve their username and password.

Question: Does the institution have a desired Service Level Agreement (SLA) surrounding Average Handle Time
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(AHT) for inbound service inquiries? If so, please clarify.

Answer: Yes, three minutes.

36. Question: Page 1, Paragraph 4
You have stated that the questions and answers will be posted by Friday, January 20, 2015. However, January 20th is a Tuesday. Can you please confirm the day and date when the questions and answers will be posted?
Answer: Tuesday, January 20, 2015.

37. Question: Page 3, Section 1, Item 1
Student Support Services encompasses several functional areas (Admissions, Registration, Advising, Referral Services, etc.).
Has the College identified which functional areas would receive which service method (chat, telephone and email)? For example, would Advising and Referral Services have incoming inquiries via email or live chat or phone only?
Do any of the functional areas require outbound email or telephone campaigns? If yes, which areas?
What is the College’s policy if Personally Identifiable Information (PII) is included on an incoming inquiry via email?
Are there certain functional areas that would not use email as a communication due to PII?
Answer: No outbound services are requested. The functional areas would have all three service methods available. PII in email is generally the same as found in chats and calls. There is no College policy on incoming PII beyond standard data protection on behalf of the student. There are College policies on outgoing PII and confirmation of student status in emails.

38. Question: Page 3, Section 1, Item 1
Can you describe how your students currently access a chat session today?
Answer: Via a “contact us” link on the web and our portal.

39. Question: Page 3, Section 1, Item 1
Does the College have existing chat and email templates that are currently being used that can be shared during the implementation process?
Answer: No.

40. Question: Page 3, Section 1, Item 1
What is the College’s definition of “tiered business model”? Can you provide more detail regarding this statement?
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Answer: One in which there are differing responsibility levels for handling escalating contacts and supervision of staff.

41. Question: Page 3, Section 1, Item 3
For the 50% of the applications that are selected for verification what are the College’s expectations of the servicer as it relates to the verification process?

Answer: The expectation is that staff will be able to explain the verification process and timelines to the student, as well as identify and explain to the student what their outstanding requirements are, based on data found in the SIS.

42. Question: Page 4, Section 2, Item 1
What is the College’s definition of “interface with all necessary College technology platforms”? Can you provide more detail regarding this statement? Does this mean utilization of these systems or does this mean a technology interface between our call center software and the College’s technology?

Answer: It means utilization of these systems.

43. Question: Page 4, Section 2, Item 3
What does the College define as the top quartile as it relates to Customer Satisfaction? Does this mean for that overall customer satisfaction rating combining all metrics or does this mean on each individual metric? Can the College provide a list of metrics that make up the customer satisfaction rating?

Answer: The metric should be developed by the vendor and approved by the College. The proposal should include the vendor’s method of measuring customer satisfaction and will be part of the evaluation process.

44. Question: Page 4, Section 2, Item 3
The RFP document states that response time for email is to be less than 5 minutes. Can the College provide more detail regarding which email domains students are sending emails for support/assistance (College email domain or service provider email domain)?

Answer: Service provider domain.

45. Question: Page 5, Section 2, Item 4
In an effort to develop appropriate staffing models, can the College provide volume by hour by day broken down by calls, emails and chats? Can the College provide this information for the past 12 months? If the College cannot provide by hour by day, can they provide the volume breakdown on a per week basis?
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Answer: This information is not available.

46. Question: Page 5, Section 2, Item 4
In an effort to develop appropriate staffing models, can the College provide the average talk time per call and per chat?

Answer: Three minutes.

47. Question: Page 5, Section 2, Item 5
Can the College define how Luminus, Desire 2 Learn LMS, Microsoft Exchange 2010 and Google email will be utilized for the call center services being requested in this RFP? Does this RFP include technical support services for these systems?

Answer: These are the platforms that our students utilize. The vendor will need to know the differences between them so as to appropriately direct and support the student, and will have access to the SIS.

The RFP outlines support for ADA compliance and any limitations. We are ADA Compliant for both hearing and visually impaired. Are there any services that we need to provide for incoming inquiries that may utilize the College’s existing systems that would contain limitations such as delivering a duplicate bill for visually impaired? Does the College have specific ADA Compliance items that are of particular concern?

Answer: None; no.

49. Question: Page 6, Section 2, Item 6.B.7
Can the College provide detail on how the knowledge base is being stored today (by the current service provider or the College)?
Does the College own the information in the knowledge base or is the information proprietary to the current service provider?
Can the College provide detail on the process of approving knowledge base items (multi-step approval process)?
If the knowledge base is maintained by the service provider, will the College need access to make changes to the knowledge base or will it be view only access?

Answer: No; proprietary to current vendor; the information is created by vendor or by the College, is shared for and then approved; view only.

50. Question: Page 9, Section 9, Item f
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Please provide more detail regarding the types of comments for references that are being requested. Also, can you define what you mean by current service status?

Answer: References that give an indication of scope of work and satisfaction are requested, as well as indicating if the contract is still in place and if not, why not.

51. Question: Are there communications that may be delivered by the College to students, faculty and staff that could cause an increase in calls during non-peak months identified in the RFP? If so, can you provide examples and when those may occur?

Answer: Impossible to predict.

52. Question: Page 3, Section 1.1
Will different functional areas require different data analytics outside of standard call center reporting at start-up or over the contract term, thus requiring the additional cost of building multiple sets of custom reports? This applies to the depth of information on tickets that can be produced from a Customer Relationship Management (CRM) tool – not to more basic call, chat and email volume data. If each functional area will require specialized information unique to their role in student support we can either price a bulk fee for start-up report development and then an annual budget or a price per hour for report building and each functional area can decide what they need and can afford based upon their budget.

Answer: Bulk fee plus annual on demand costs.

53. Question: Page 3, Section 1.3
Do the leaders of the different functional areas at Pima feel that the current skill sets that they maintain for each area differ from one another to such a degree that the successful vendor will need to staff both functional area specialists as well as generalists in order to efficiently and effectively communicate with separate Pima teams and with students? This relates to pricing for support staff and to determining if there is a need for separating call queues by topic versus the efficiency of a single group of generalists.

Answer: Generalists with a strong knowledge base resource should be sufficient.

54. Question: Page 3, Section 1.4
Do the leaders of the different functional areas at Pima feel that contact length (call, chat, email) differs by functional area or should vendors consider “handle time” to be the same for all areas? Please provide a projected combined handle time for all areas or, as appropriate, the expected handle time by functional area with the volume that matches that handle time. If historic data is not available please provide the best approximate data to help determine if there are very significant differences that could significantly impact staffing and cost projections.
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Answer: Handle time should be similar across functional areas.

55. Question: Page 4, Section 2.3
Is the response time for email of less than 5 minutes tied to an initial manual or auto-response or to a fully researched response to close the ticket? Staffing to fully research and respond within 5 minutes will demand much more staffing than an auto-response within 5 minutes followed by a complete response by end of the next business day. We propose 5 min – and –next business day as a standard acceptable for email in comparable businesses.

Answer: Auto responses are acceptable with a complete response the next business day during peak times. In non-peak times, 5 minutes is the expectation for a response.

56. Question: Page 5, Sections 2.3 and 2.6.C.5
Customer satisfaction in top quartile: It is not possible to fully separate customer satisfaction ratings related to contact with a vendor’s staff from contact with Pima staff. Customer satisfaction ratings by functional area would be even less reliable. Is Pima comfortable with an overall monthly customer satisfaction rating of 75% or greater with the understanding that surveys will capture negative responses outside the vendor’s control?

Answer: This is fine, provided the top quartile mark is the majority of the weeks, not the minority.

57. Question: Page 5, Section 2.4
Is the total expected annual volume for all functional areas combined expected to be 187,896?

Answer: This is an estimate for Student Accounts and Financial Aid. Student Support Services is expected to be double this amount.

58. Question: Page 5, Section 2.4
Does any functional area differ in peak volume from the August, September, January and May pattern? If so, in what area(s) and what month(s) do unique functional activities and student communications drive higher volume?

Answer: No.

Will Pima require all services, throughout the year (peak and non-peak months), on all days and hours be provided from a single US domestic location that must be maintained through the life of the contract or may we propose a mixed and flexible staffing model that may include more than one domestic and or offshore center to support a primary domestic center?
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Answer: More than one location is acceptable, within North America.

60. Question: Page 5, Sections 2.6A.7 and 2.6.B.17
Will Pima require that all student contact staff work within the vendor’s facility or may the vendor select staff that meets stated performance metrics to work from home in a secure environment?

Answer: Within the facility.

61. Question: Page 5, Sections 2.6.A.7 and 2.6.B.17
If Pima will allow either offshore or at-home staff to serve as supplemental staff to a primary domestic location to best serve some hours or peak seasons, does Pima request a pricing proposal for each scenario?

Answer: Yes.

62. Question: Page 6, Section 2.6.B.7
Will it be necessary to split the knowledge management system into separate modules for different Pima functional areas so representatives from each Pima functional area can support, review and approve content for their functional specialty separately? If not, please clarify if Pima will coordinate knowledgebase support through a single point of contact or single team at Pima. Due to the natural overlapping of information between functional areas it is important for vendors to know what support structure will be needed to manage all areas quickly and consistent with policies and regulations.

Answer: A team at Pima will provide knowledge base support.

63. Question: Page 6, Section 2.6.B.12
Does Pima require language proficiency in any language other than Spanish?

Answer: Not at this time.

64. Question: Page 6, Section 2.6.B12
Does Pima require language proficiency for every open hour? This applies to the need to ensure available Spanish (or other language) speakers no matter how low the volume and staffing outside non-core hours (8-5 M-F)? Ex: Two or more foreign language speakers must be staffed in every hour to ensure that in the event of sickness, vacation, training etc., that one or more will always be on staff. This can be accommodated but requires additional cost and recruiting/hiring methods than if it is acceptable in some cases to offer to return a call to a foreign language speaker. Third party interpreting services can also be priced for unique needs.
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Answer: No, but the majority of hours should have non-English speaking representation.

65. Question: Page 17, Article 6: Cancellation
Will Pima allow a reciprocal with or without cause cancellation of 120 days or longer to allow both Pima to successfully transition work in the event of vendor cancellation and for the vendor to minimize cost repercussions from a faster cancellation (7 days stated in RFP)?

Answer: Proposers may offer alternative language.

66. Question: Page 1, Section 1
Does the College require a live operator to respond to for all phone calls to the center?

Answer: Yes.

67. Question: Page 3, Section 1
Please provide the average annual number of calls received relating to the following categories:
1. Financial Aid
2. Student Accounts
3. Admissions
4. Registration
5. Advising
6. Referral Services
7. General College information

Answer: See previously provided responses.

68. Question: Page 3, Section 1
Please provide clarification on the tiered business model requirement.

Answer: See response above.

69. Question: Page 4, Section 2
Will the College share its training materials and syllabuses for the call center content and technology platform requirements?

Answer: Yes.

70. Question: Page 4, Section 2.1
Is there a living or prevailing wage requirement for this bid? If so, what is that wage rate?
Answer: No

71. Question: Page 4, Section 2.3
For the minimum service standards are we to assume that peak occurs during the months of August, September, January and May, all other months are non-peak for all service standards?

Answer: Yes

72. Question: Page 4, Section 2.3
Do you currently grade customer satisfaction, and if so can you provide more detail on how it's tracked, scored, and measured?

Answer: NA

73. Question: Page 4, Section 2.3
Do you have a minimum service standard for response time via telephone interactions?

Answer: 30 seconds

74. Question: Page 4, Section 2.3
If the contractor receives a call that is not about the Student Support Services and must be transferred, does this call count toward the 95% FCR standard?

Answer: Yes

75. Question: Page 4, Section 2.3
What are the penalties for not meeting the service standards?

Answer: The request is for proposers to demonstrate their ability to meet service standards as part of their proposal.

76. Question: Page 5, Section 2.4
Please provide the average length of call for Financial Aid, Student Accounts and/or Student Services.

Answer: 3 minutes

77. Question: Page 5, Section 2.4
Please provide historical call data depicting the number of calls on peak and non-peak months in a given year.
Answer: See above

78. Question: Page 5, Section 2.4
Please provide historical data showing what time of day various Call Support functions take place, i.e. telephone, chat & email.

Answer: Not available.

79. Question: Page 5, Section 2.4
What is the expected change in annual call volume during the contract term? Would this change occur every month or just in peak months?

Answer: See call breakdown provided.

80. Question: Page 6, Section 2.6.B.7
Will the College share the current knowledge base with the winning contractor?

Answer: This is proprietary to the current vendor.

81. Question: Page 6, Section 2.6.B.11
a. What ticketing system is currently used by the call center?
b. What information does the ticketing system capture and track?
c. What are the required technology platforms or systems that the ticketing system interfaces with?

Answer: Right Now; Student name and ID, resolution, staff member, type of inquiry, call details. None.

82. Question: Page 6, Section 2.6.B.12
What non-English is the contractor required to support?

Answer: Spanish.

83. Question: Page 6, Section 2.6.B.12
Please provide historical data on what % of telephone, chat and/or email interactions are in a different language other than English?

Answer: previously answered.
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84. Question: Page 6, Section 2.6.B.12
   Which languages have to be supported by the call center?
   
   Answer: English and Spanish

85. Question: Page 21, Attachment B
   Can a bidder provide different cost per call rates for each contract year?
   
   Answer: Yes.

86. Question: Page 30-34, Attachment E
   Will scripts for commonly asked questions be provided to a new contractor during transition?
   
   Answer: Yes.

87. Question: Page 30-34, Attachment E
   Will Pima provide a documented training program or will we be required to design from scratch?
   
   Answer: The program will be designed together, Pima and vendor working together.

88. Question: Page 30-34, Attachment E
   What is the length of the new hire training currently in place?
   
   Answer: 2-3 weeks.

89. Question: Page 30-34, Attachment E
   How will Pima provide Train the Trainer information e.g. Phone, Web, in person? If in person, will trainers come to our site or do we need to send people to the training location?
   
   Answer: All of the above are possibilities.