



WOODFIELD FINANCIAL SERVICES LLC

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July 27, 2015

Mr. William Gipe
Pennsylvania Department of Transportation
400 North Street, 5th Floor, Keystone Building
Harrisburg, PA 17120

RE: Pennsylvania Tourism Signing Trust (PTST)
RFP #005 – Administrative and Operational Services for PA LOGO Signing and TODS Program

Dear Mr. Gipe:

Thank you for your recent letter dated July 22, 2015 informing me that Woodfield Financial Services, LLC has been selected for contract negotiations in relation to RFP #005 – Administrative and Operational Services for PA LOGO Signing and TODS Program. Per your request, please find below a written response to the two open items that you identified in your letter.

1. The Department is asking that all contract costs be reduced by 5%. Please state the reduction cost that will occur as a result of this modification.

Response: Woodfield Financial Services, LLC prepared and submitted an extremely competitive cost submittal for RFP #005 – Administrative and Operational Services for PA LOGO Signing and TODS Program. All efforts were made to contain each cost center while still providing excellent service. Each cost center was reviewed for additional savings before the submittal was completed and all areas for improved efficiencies were identified. Reducing the proposed contract cost by 5% would make the contract financially unbeneficial for Woodfield Financial Services, LLC and would make it extremely difficult to provide the level of services detailed within the technical and cost submittal. It is my position that the proposed contract cost of \$31,500 per month is an accurate reflection of the cost necessary to provide the Trust with the Administrative and Operational Services for the PA LOGO Signing and TODS Program.

2. Provide a written plan for cross training key personnel for the purposes of succession planning.

Response: Woodfield Financial Services, LLC will gladly detail a written plan for cross training key personnel for the purposes of succession planning even though this was not detailed as a requirement within the original RFP #005. Please see the detailed plan below:

Maintain PTST accounts through the use of PTST's QuickBooks Pro software license – As detailed in the technical submittal, the Director of Signing and the Administrative Assistant will be responsible for this task. Since there currently is not an Administrative Assistant on staff this will be an excellent opportunity to train new personnel directly from the established Operations Manual recently created for the Trust. The Administration Manager will work in conjunction with the Director of Signing to identify the areas of training to be implemented and in which order. Working directly from the Operations Manual the Administrative Assistant will be trained on specific tasks by the Director of Signing. As each task is reviewed and assigned to the Administrative Assistant a record of the training will be logged in the individual's training records and actual task performance will be evaluated by the Administration Manager on a monthly basis. In addition to the Administrative Assistant, Woodfield Financial Services, LLC will provide and train an additional staff person on the tasks specifically performed within the QuickBooks software system on a monthly basis, this will include accounts payable, accounts receivable, bank reconciliations, invoicing, and month end closings. Since Woodfield Financial Services, LLC employs highly trained and skilled bookkeeping professionals experienced in all areas of QuickBooks the training time will be minimal, focusing on the specific technical steps identified within the Operations Manual. The training of the Woodfield Financial Services, LLC staff will be supervised by the Administration Manager. When all training is implemented the Director of Signing's responsibilities will be cross trained between the Administrative Assistant, the Administration Manager, and the supplemental Woodfield Financial Services, LLC staff member.

Maintain and keep updated the inventory of Logo Sign Panels in ESRI Online Database – As detailed in the technical submittal, the Director of Signing will be responsible for this task. The Administrative Assistant will be trained on this task with the use of the Operations Manual. Documentation of the training will be recorded and logged in the personnel files. This is an area in which the Administrative Assistant will be relied upon to support the Director of Signing during times of the year in which the Director of Signing's time is focused on other annual tasks. The Administrative Assistant will be trained extensively in this area and will be required to have a full working knowledge of the entire process. The Administrative Assistant will be fully cross trained on this task once training is complete. In addition to the Administrative Assistant, the contracted Field Technician will assist with this task as required.

Maintain and keep updated a database of all Logo and TODS Program participants in software, approved by PTST – As detailed in the technical submittal, the Director of Signing will be responsible for this task. The Administrative Assistant will be trained on this task with the use of the Operations Manual. Documentation of the training will be recorded and logged in the personnel files. This will be another area in which the Administrative Assistant will be relied upon to support the Director of Signing during times of the year in which the Director of Signing's time is focused on other annual tasks. The Administrative Assistant will be trained extensively in this area and will be required to have a full working knowledge of the entire process. The Administrative Assistant will be fully cross trained on this task once training is complete.

Process applications for participation in the Logo and TODS Programs - As detailed in the technical submittal, this is a task performed by both the Director of Signing and the Field Technician, with minimal assistance from the Administrative Assistant. The Administration Manager will work directly with the Director of Signing to become trained on processing applications for participants. Using the Operations Manual the Director of Signing will review the entire process with the Administration Manager and the Administration Manager will in turn process numerous applications monthly in order to gain a full understanding of the procedure. Upon completion of training the Administration Manager will be cross trained on this task and be able to supervise and train additional staff in this area as needed.

Process work orders for repairs, maintenance and participant changes for Specific Service Signs, Logo Panels and TODS - As detailed in the technical submittal, this is a task performed by both the Director of Signing and the Field Technician, with assistance from the Administrative Assistant. The Administrative Assistant will be trained on this task from the Operations Manual and will be required to have a full working knowledge of this process upon completion of training. The Administrative Assistant will be fully cross trained within this area and will function as a back up to the Director of Signing. The Director of Signing will utilize the Administrative Assistant significantly on this task monthly in order to monitor progress on all open work orders.

Perform all ancillary work necessary to maintain Specific Service Signs, Logo Panels and TODS to include damaged sign repairs and insurance claim processing – As detailed in the technical submittal, the Director of Signing will be responsible for this task. The time required to perform this task throughout the year is projected to be minimal but the Director of Signing will be assigned to train the Administrative Assistant on the specific tasks to be performed in this area utilizing the steps outlined in the Operations Manual.

Execute and maintain participant agreements for both the Logo and TODS programs - As detailed in the technical submittal, this is a task performed by the Director of Signing with assistance from the Administrative Assistant. The Administration Manager will work directly with the Director of Signing to become trained on the process of executing and maintaining participant agreements. Using the Operations Manual as the training guide, the Director of Signing will review the entire process with the Administration Manager. Upon completion of training the Administration Manager will be cross trained on this task and be able to supervise and train additional staff in this area as needed.

Send annual fee and compliance form mailings (may include second and third notices); collect and process fees, initiate removal of signs if required, update account data software and database – As detailed in the technical submittal, this is a task performed by the Director of Signing with assistance from the Administrative Assistant. The Administrative Assistant will be trained on all procedures within this task except for those required to be performed in QuickBooks. Woodfield Financial Services, LLC will provide and train an additional staff person to perform all QuickBooks related procedures within this task. The Woodfield Financial Services, LLC staff person will be trained in the areas of preparing annual fee invoices, posting annual fee payments and monitoring QuickBooks for those participants that have not paid in a timely manner. Once training is completed, the Administrative Assistant and the Woodfield Financial Services, LLC staff person will be fully cross trained to perform this task.

Maintain as-built drawings for all Specific Service Signs, Ramp Signs, Trailblazers and TODS at each interchange/intersection in a suitable CADD software and in hardcopy format – As detailed in the technical submittal, this task is the primary responsibility of the Field Technician with assistance from the Director of Signing as needed. The Administrative Assistant will be trained by the Director of Signing on this task. The Director of Signing will allow the Administrative Assistant to update as-built drawings in the CADD software periodically throughout the month in order to gain experience in this area. Additional training will be provided by the Field Technician as required.

Provide for bi-monthly PTST meetings (approximately 15-20 individuals) to include securing meeting accommodations (location approved by Trust Board), provide for food and beverage, prepare agendas, assemble and provide meeting packets to all attendees in advance, PTST will be responsible for all costs associated with meeting accommodations and food and beverages. Arrange for conference calls as required (typically 6-8 per year). Receive and authorize Trustee expense vouchers. Complete initial draft of minutes within 10 business days following the meeting and distribute final approved minutes – As described in the technical submittal, this task is the responsibility of the Director of Signing and the Administrative Assistant. The training goal in this task will be to have the Administrative Assistant assume full responsibility for this task within a six month period. The Director of Signing will provide the training for this task and then have the Administrative Assistant perform the task bi-monthly with assistance as needed.

Recommend Changes to Logo and TODS programs guidelines - As detailed in the technical submittal this is the responsibility of the Director of Signing and the Administration Manager. Since this task involves recommendations for change there is no need for training, this is done based on experiences and issues as they arise.

Process Assignment of Agreements as required - As detailed in the technical submittal, this is the responsibility of the Director of Signing and the Administrative Assistant. The amount of time dedicated to this task annually is minimal, the Director of Signing will train the Administrative Assistant on the complete process and the Administrative Assistant will be able to fill in for the Director of Signing as needed.

Conduct compliance quality assurance reviews as directed by the PTST Board – As detailed in the technical submittal, this task is the responsibility of the Director of Signing and the Field Technician. The Director of Signing will train the Administration Manager on the compliance quality assurance review process during the training for processing participant applications. Upon completion of training the Administration Manager will be cross trained in the Director of Signing's portion of this task.

Maintain the Trust's web site at www.palogo.org which will remain as a free-standing website and cannot be integrated as pages into a corporate website - As detailed in the technical submittal, this task is the responsibility of the Director of Signing and the Administration Manager. The amount of time spent on this task annually is anticipated to be approximately 12 hours. Since both the Director of Signing and the Administration Manager will be handling this task each will be cross trained in the overall procedure and will be able to handle the task individually as necessary.

Respond to legislative inquiries and inquiries from the public concerning both the Logo and TODS Programs. Maintain a correspondence and telephone log to include date of contact, contact person, email, status, details of correspondence and applicable remarks. At a minimum, the log is to be updated daily. – As detailed in the technical submittal, this task is the responsibility of the Director of Signing and the Administrative Assistant. The Director of Signing will train the Administrative Assistant in this area and the Administrative Assistant will be expected to complete this task with minimal supervision once cross trained.

PTST has established telephone numbers for PTST business and it shall be the responsibility of the Selected Offeror to maintain PTST's telephone numbers for permanent ongoing use – As detailed in the technical submittal, this task is the responsibility of the Director of Signing and the Administrative Assistant. The amount of time dedicated to this task annually is minimal, the Director of Signing will train the Administrative Assistant in this area and the Administrative Assistant will be able to complete this task with minimal supervision.

Use in-house accounting resources or retain subcontractor to assist the administrative staff as necessary to maintain adequate accounting documentation of the PTST's assets including generation of monthly financial statements – As detailed in the technical submittal, the Administration Manager will have the primary responsibility for this task. Woodfield Financial Services, LLC will provide an additional staff person to be trained on the monthly closing procedures; this staff person will be trained by the Administration Manager for several month ends so that this staff person will be fully cross trained on all month end tasks being performed regularly by the Administration Manager.

Assist as necessary with PTST auditor in preparation of the annual financial audit – As detailed in the technical submittal, the Administration Manager will have the primary responsibility for this task. Woodfield Financial Services, LLC will provide an additional staff person to be trained on the annual audit procedures, this staff person will be trained by the Administration Manager so that this staff person will be fully cross trained on all annual audit procedures.

Store a copy of all electronic work product in an unprotected and editable format on PTST's server which must be backed up daily – As detailed in the technical submittal, the Director of Signing will have the primary responsibility for this task. The amount of time allocated to this task annually is minimal. The Director of Signing will cross train the Administrative Assistant in this procedure to ensure all daily backups are completed as required.

The implementation of the cross training plan will take several months to complete. During the training process the Operations Manual will be the primary document used to direct the training. As the training proceeds the Operations Manual will be updated with any modifications or clarifications noted during the actual procedure review. All training will be documented during the cross training process.

Upon completion of the cross training plan there will be at least two individuals trained in each Administration task area required within RFP #005. To properly implement this cross training plan additional hours will be required from the Director of Signing, the Administrative Assistant and the Administration Manger. As identified in the details above, Woodfield Financial Services, LLC will also utilize an additional staff person to cross train in the areas requiring QuickBooks, month end closing, and audit preparation experience. Since Woodfield Financial Services, LLC is not able to reduce the original \$31,500 per month contract cost submitted for RFP #005 we are willing to absorb the additional costs required to implement the added cross training plan. No additional funds will be requested under RFP #005 in relation to implementing the added cross training and succession plan.

Cross training and succession planning are an integral part of operating a successful organization. I believe that once this plan is in place PTST will be better prepared to face any future personnel challenges.

Thank you for considering Woodfield Financial Services, LLC for contract negotiations in relation to RFP #005 – Administrative and Operational Services for PA LOGO Signing and TODS Program. I look forward to hearing from you soon.

Sincerely,

A handwritten signature in black ink, appearing to read "Kristen Fvette". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kristen Fvette

Member