**STATEMENT OF WORK**

**PUBLIC RELATIONS**

**COMMONWEALTH OF PENNSYLVANIA**

**OFFICE OF TOURISM**

**DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT**

**I-1. Statement of the Project.** The Commonwealth of PA, Department of Community and Economic Development (DCED), Office of Tourism (Program Office) is seeking a public relations partner through this Request for Proposal (RFP). The selected Offeror shall serve as the partner of record and provide public relations, communications, and industry outreach support to promote Pennsylvania as a top-tier tourism destination.

1. **DCED’s Mission**. The Program Office requires the selected Offeror to be a visionary partner that can support the Pennsylvania Tourism Office its mission of:

* Driving overnight visitation and encouraging residents to explore other regions of the Commonwealth.
* Solidifying Pennsylvania as a premiere destination to visit and a state of which to feel proud.

1. **DCED Contracting Officer**. The DCED Contracting Officer responsible for the Request for Proposal (RFP) and contract award is:

Sharon Curtin

Procurement Specialist 3

PA Department of Community & Economic Development

Commonwealth Keystone Building

400 North Street, 4th Floor | Harrisburg, PA 17120-0225

Phone: | [scurtin@pa.gov](mailto:scurtin@pa.gov)

1. **Method of Award, Lots, and Term of Contract.** DCED shall award one (1) Contract to the responsive and responsible best value offeror. In order to be deemed responsive and responsible, the Offeror must be able to perform the required services as outlined in the project statement and in accordance with the terms and conditions.

It is DCED’s intent to establish a one (1) year Contract with the option to refresh the Contract for a maximum four (4) additional one (1) year terms. The Contract shall commence on the beginning validity date (expected to be July 1, 2025) and shall end on the expiration date identified on the Contract. Any refresh will be under the same terms, covenants, and conditions as the initial term of the Contract.

For each refresh term the service requirements may be adjusted to account for market changes and modifications at the Program Office’s discretion. These changes will be documented by the Program Office and provided to the selected Offeror in writing at time of refresh. At which time the selected Offeror will have the opportunity to provide a revised or new price quote for the service to be performed during the refresh period.

DCED reserves the right, upon written notice to the selected Offeror, to extend the term of the Contract or any part of the Contract up to three (3) calendar months under the same terms and conditions

1. **Purchase Order.** DCED will issue a Purchase Order (PO) as identified in the terms and conditions, against the selected Offeror’s Contract for the initial term of the Contract, and for each subsequent refresh period. Each PO will be representative of the services to be performed in that specific time period throughout the Contract term. Services shall begin as specified in the project statement and the notice to proceed letter provided to the selected Offeror with each Purchase Order.
2. **Invoices.** All invoices are to be submitted timely, best practice is within 30 days of an event, with all documentation attached when submitted to the inbox. No additional fees shall be imposed beyond the expenses required to perform the duties as outlined within this SOW.

Awarded Offeror shall have the opportunity for a procurement onboard meeting for invoice expectations after award and prior to first invoice.

1. **Pre-Proposal Conference**. The meeting on March 3, 2025, is OPTIONAL for all Offerors and subcontractors to attend to receive explanation on the SDB and VBE goal setting part of this procurement. It is highly recommended that all Offerors attend to ensure the SDB and VBE paperwork is completed properly, if the paperwork is not completed properly your submittal may be rejected. Refer to description section within Jaggaer for further details.
2. **Travel.** Selected Offeror shall be responsible for all costs related to travel and shall adhere to Management Directive 230-10 (Appendix A). Please refer to guidelines in Appendix A to provide further clarification. The manual for MD 230-10 provided for further clarification as well as a Travel Reimbursement Guideline, Appendix B. Offeror shall cover expenses for items including, but not limited to, contracted deliverables, transportation, accommodations, tickets, and meals as related influencer projects, media visits, press events and FAM tours upon the approval of the Program Office.

Selected Offeror shall invoice for such expenses as outlined within each section, if selected Offeror has any questions during the life of the contract, they shall reach out to procurement for clarification. If an Offeror feels other types of expenses should be considered as part of our travel expectations, suggestions shall be made as part of the proposal.

**I-2. Specific Objectives.** DCED has multiple specific objectives related to tourism promotion. The services of the selected Offeror shall directly address the following objectives. All Offerors shall state in succinct terms understanding of the project presented, or the service required by this RFP.

The selected Offeror shall serve as the Office partner of record and public relation services partner by working closely with the Program Office to develop and implement a strategy to attract visitors to Pennsylvania.

1. **Campaign Focus:** The program office has identified two (2) goals:
2. **Regional Goal**: Invite the 72 million people within a four-hour drive of Pennsylvania to visit the state.
3. **National Goal**: Promote Pennsylvania’s role as host for major 2026 events and establish the state as the premier destination for 2026.
4. **Campaign Objectives:** The program office has identified two (2) areas of focus:
5. **Regional Tourism**
   * Drive awareness among nearby audiences about Pennsylvania’s attractions, emphasizing accessibility and unique experiences.
   * Convert awareness into visitation through targeted PR, influencer partnerships, and social media campaigns.
6. **National Profile for 2026**
   * Elevate Pennsylvania’s profile as the must-visit state in 2026, leveraging high-profile events and national campaigns.
   * Position Pennsylvania as a cultural, historical, and entertainment hub tied to America’s 250th anniversary commemorations.

***Offeror Response***

**I-3. Nature and Scope of the Project.** As the Program Office’s public relations partner, the selected Offeror will represent the Program Office in public relations, influencer, and social media activities to assist the Program Office with meetings its goals and supporting its brand identity.

The selected Offeror shall be responsible for developing comprehensive outreach and promotion plans that will include targeted public relations plans, influencer marketing execution, written content development, and social media strategy and execution, including community management. This plan should build upon existing tourism promotion strategies. The plan will also include both proactive and reactive media relations. The plan shall primarily support the U.S. and Canada markets.

The selected Offeror shall be prepared to work with and leverage a variety of industry resources and partnerships to create a larger impact and extend the reach of Pennsylvania’s tourism brand. The selected Offeror will also be required to integrate its work with the Program Office’s creative services vendor, as well as the statewide media buying vendor contracted with the Department of General Services.

In order to facilitate the integration of work, the Program Office will be the mediator between the PR and Creative Service communications at all times and will assist with any clarification or areas that have different points of view.

All data that is created is owned by the Commonwealth of PA and may be shared at the discretion of the Commonwealth of PA.

All Offerors shall express their understanding of tourism promotion within their proposal. Offerors should also note that media relations and social media content creation are equally important to the program office and if necessary, Offerors should be prepared to bring on subcontractors to fill any deficiencies.

***Offeror Response***

**I-4. Tasks.** Describe in narrative form your technical plan for accomplishing the work using the task descriptions set forth below as your reference point. If more than one approach is apparent, comment on why you chose this approach. All Offerors shall as part of their proposal expand upon the task list and offer creative recommendations based on current market intelligence, industry best practices, and professional experience. The selected Offeror for this RFP shall collaborate with the selected Creative Services partner at the Program Office’s request with the intention to reduce duplicate efforts. The list provided here is meant as a guideline.

1. **Strategic Consulting, Planning, and Research.** The selected Offeror shall work with the Program Office to develop a comprehensive, strategic approach to public relations, influencer marketing, content, and social media plan to promote tourism in Pennsylvania and to raise PA’s profile as the premier destination in 2026. The selected Offeror must be able to develop and execute on plans that include paid, owned, shared, and earned media tactics. All Offerors shall suggest tools to conduct research such as software or subscriptions and detail the tools in a slide deck to provide an example of how they are utilized.

The tasks related to this category may include the following:

* Providing strategic counsel on tourism promotion and event-based marketing.
  + Lead and facilitate planning meetings, including meetings with the Program Office’s other vendors and industry partners.
  + Acting as advisors and providing access to subject matter experts (SMEs) to help the Program Office stay on top of the latest news, trends, and industry best practices.
  + Conducting original, customized research, competitive audits, and perception studies to inform messaging, organic outreach, and paid campaigns.
  + Analyzing data, industry intel, competitive audits, and perception study results to pull out key insights and recommend next steps.
* Generating “big” or “out-of-the-box” ideas, including proposals for marquee events and other mechanisms for showcasing Pennsylvania to its best advantage.
* Offering fresh, innovative, and interactive approaches to engage top targets including, tourism partners, visitors, influencers, and media.
* Recommending strategy and tactics based on third-party research, social listening, trend monitoring, and industry best practices.
  + This includes monitoring global, national, state, and local media for opportunities to insert Pennsylvania into the conversation in a positive light.

In other words, culture-jacking.

* Incorporating dynamic and interactive content (videos, surveys, social media, content creation, etc.) as part of Pennsylvania’s plans for promoting tourism. This content should meet or exceed the commonwealth’s accessibility standards.
* Leveraging existing resources, partners, and brand recognition to bolster Pennsylvania’s various outreach efforts.
* Analyzing current social media, public relations activities, and campaigns to provide conclusions, lessons learned, and recommendations for planning next steps.
* Assisting with crisis communications and issue management support as needed.
* Assisting with industry and business-focused communications including, but not limited to, speaking engagements, speech writing, award submissions, thought leadership, etc.
* Ensuring all communication at the direction of the Program Office follows the current brand guidelines and aligns with the brand identity and strategic goals of the Office.
  + Refer to <https://www.visitpa.com/marketing-opportunities> for the current guidelines and other resources.

***Offeror Response***

1. **Public Relations.** The selected Offeror shall work with the Program Office and its designees to implement the tactics included in the public relations plan. The tasks may include the following:

* **Ongoing Efforts**:
* Selected Offeror to cover expenses for items including, but not limited to, transportation, accommodations, venue rentals, tickets, and meals as related to press trips, FAMs, deskside, and receptions or other events that will encourage tourism to Pennsylvania. Selected Offerors travel expenses shall comply with Management Directive 230-10 (Appendix A) and shall be invoiced accordingly. Other expenses related to this task shall be approved prior to occurrence and, if approved by the Program Office, shall be invoiced.
* Develop press kits and unique, compelling storylines targeting key media outlets to highlight weekend getaway opportunities that are distinct to Pennsylvania.
* Host press trips for regional and national journalists (individual and/or group FAMs) to experience unique attractions, such as outdoor adventures in the Poconos or cultural events in Pittsburgh.
* Host media receptions/deskside in target media markets to further awareness of PA’s offerings and establish journalist relationships.
* Communicate with DMO partners to plan press trips, collect content and assets, and confirm details as needed.
* Pitch seasonal stories tailored to regional audiences (e.g., “Top Fall Foliage Drives in PA” or “Winter Escapes a Short Drive Away”).
* Leverage media relationships with national publications to raise PA’s profile as The Great American Getaway; and, to raise PA’s profile as a top four-season destination
* **Create content for VisitPA’s website and newsletter:**
  + Work with the Program Office to define annual content themes that have connections across all touchpoints for maximum impact.
  + Specifically, write at least three articles a month to be hosted on VisitPA’s website (this number could increase due to special project or trail content development), using SEO and Accessibility best practices; fact check and update up to six articles a month to be hosted on our website.
  + Develop newsletter content for monthly e-blasts.
* **National 2026 Efforts**:
  + Develop a high-impact strategy and launch a dedicated PR campaign around Pennsylvania’s 2026 events, focusing on the 2026 sporting events PA is hosting, such as the NFL Draft, PGA Championship, FIFA World Cup, etc.; and, feature PA’s historical significance, major attractions, and modern amenities that make PA the place to be for all 250th commemorations and celebrations.
  + Secure media placements in national outlets (e.g., The New York Times, USA Today, travel-focused publications) emphasizing Pennsylvania’s central role in America’s 250th celebrations and the only state to host so many high-profile sporting events
  + Organize national media tours featuring Pennsylvania officials and tourism ambassadors to discuss 2026 events and highlight marquee attractions.
    - Selected Offeror shall cover costs related to media tours which shall include transportation, accommodations, meals, activity fees, tickets, etc. Selected Offeror shall invoice for all travel related expenses in accordance with Management Directive 230-10.
  + Ideate unconventional activations and PR tactics to increase PA’s visibility and make it clear that there is only one state worth traveling to in 2026.
* **General Support**:
* Provide media monitoring service including measurement of success.
* Attend and/or represent Pennsylvania at industry events, both virtual and in-person.
  + - Selected Offeror shall be reimbursed for travel related expenses to include: Accommodations, registration, meals and travel to and from event in accordance with Management Directive 230-10.
* Provide monthly reporting detailing summary of work, including, but not limited to, confirmed/completed coverage, active media conversations, reactive pitches, press trips, event planning, and overarching industry updates.
* Recommending opportunities to build third-party validation and support for Pennsylvania as a leading place to visit. This may include recommendations and support for submitting applications for competitive industry awards, identifying board appointments, establishing industry roundtables, etc.
* As needed, prepare, and host presentations for industry partners.
* Ensuring all content meets or exceeds Commonwealth Digital Accessibility Policy (SEE APPENDIX C).

***Offeror Response***

1. **Social Media.** The selected Offeror shall support the Program Office’s social media account management. This work requires maintaining a full, dedicated staff to support, manage, and develop a social media strategy for the Program Office’s social media accounts. The tasks include, but are not limited to, the following:

* **Brand Efforts:**
  + Establish VisitPA’s brand voice, unique to each social platform. The brand voice should be distinct, humorous, convey swagger, and compete in its own right with some of the most admired brands on social media, such as Booking.com, Chipotle, Duolingo, etc.
  + Develop a social strategy unique to each social platform that focuses on storytelling, entertainment, travel inspiration, and stirring emotion.
  + Partner with the current Program Office’s creative agency to create a social “look and feel” that brings the brand voice to life and offers visual cues to increase brand recall.
* **Ongoing Efforts:**
  + Create a monthly social media plan for organic social media only to be executed across Facebook, Instagram, TikTok, YouTube, and Pinterest. The social plan should be aimed at audiences within a four-hour drive.
  + Create all organic content: using VisitPA and statewide assets, create shareable content in the form of posts, reels, videos, etc.
  + Provide “big ideas” monthly on ways to leverage upcoming seasonal trends and events.
  + Provide recommendations for and execute paid campaigns – inclusive of original and boosted posts across platforms.
  + Advise on strategy and engagement for emerging social media platforms.
* **National 2026 Efforts:**
  + Build a year-long 2026 social media campaign highlighting events, attractions, and historical landmarks that entices eventgoers to explore more of PA.
  + Collaborate with content creators to produce behind-the-scenes footage of event preparations, exclusive interviews, and interactive experiences.
  + Run countdown campaigns leading up to major 2026 events that evoke civic pride amongst residents in-state.
* **General Support:**
* Daily monitoring of social media accounts, creating daily social media content, and responding when appropriate. This includes ongoing community management across platforms.
* Responding when necessary to post comments, inbox message inquiries, and comments on paid campaigns within 48 hours. If issues arise that are in immediate need of action, selected offeror must resolve the request as soon as possible.
* Having access to a social scheduling platform (Sprout is currently used, offerors shall suggest alternatives if better option exists).
* May also include expenses related to social media tools, i.e. Facebook contest app.
* Creating a forward-looking content calendar in partnership with the Program Office for approval.
* Staying current with social media trends and reporting to the Program Office on trend tactics to grow the Program Office’s social media presence on a quarterly basis.
* Aligning on the Program Office’s Key Performance Indicators (KPIs).
* Understanding social media advertising for all major platforms (Instagram, Facebook, TikTok, Pinterest, etc.). The Commonwealth of Pennsylvania does not allow Commonwealth employees to access TikTok on Commonwealth equipment.
* Leveraging user generated content, including direct usage of the Crowdriff account. We are asking all Offerors to provide a monthly cost for this service until the VisitPA Website is up and running. When that account is accessible, this line item will be cancelled (anticipated Summer 2025).
* Reporting on monthly social media analytics for properties under the Program Office’s jurisdiction.
* Creating content, including newsletter articles, videos, etc.
  + Meeting or exceeding the Commonwealth’s accessibility guidelines for content.
  + Utilize knowledge of SEO best practices when creating content.
  + Traveling to capture content in-person as needed (for example, to events or attractions) upon approval by the program office.
    - All travel will adhere to Management Directive 230-10 Travel (Appendix A).
* Working directly with the Program Office’s other vendors, including its creative partner, to curate content and implement paid campaigns (inclusive of both boosted and original ads).

***Offeror Response***

1. **Influencer Marketing.** The selected Offeror shall support the Program Office’s influencer marketing. This work requires maintaining a full, dedicated staff to support, manage, and develop an influencer marketing strategy and execution for the Program Office. The below tasks may include:

* **Ongoing Efforts:**
  + Create quarterly influencer plan that aligns with VisitPA’s brand and reaches our drive market.
  + Identify, vet, and summarize the rationale for influencer recommendations via database system that provides detailed audience overviews.
  + Negotiate rates, the purchase and usage of content, and an expedient turn-around time.
  + Manage all visit logistics with contracted influencer and DMOs/stakeholders.
    - All travel shall follow the guidelines of the Management Directive 230-10 and reimbursable expense shall include, but not be limited to, contracted deliverables, transportation, accommodations, tickets, and meals as related influencer projects.
  + Offeror to cover expenses for items including, but not limited to, contracted deliverables, transportation, accommodations, tickets, and meals as related influencer projects.
  + Communicate with influencer partner post-visit to ensure all contracted deliverables are met.
  + Produce summary reports and reporting within a timely manner.
* **National 2026 Efforts:**
  + Build a year-long 2026 influencer marketing strategy that focuses on the sporting and entertainment events being hosted by PA.
  + Identify ways to leverage athletes, celebrities, brand partnerships, venues, exclusive access, and other high-profile tactics that will bolster the influencer’s content.

***Offeror Response***

1. **Tracking and Reporting.** In addition to the reporting required in section I-7, additional reporting and tracking shall be required of the selected Offeror.

* Tracking and Reporting tasks may include (but are not limited to):
  + Reporting on recommended performance metrics and measures of success associated with media outreach activities.
  + Reporting on social media and website analytics for properties under the Program Office’s jurisdiction.
  + Reporting on outreach to journalists and other earned media and outcomes.
  + Reporting on outcomes (engagement, impressions, media clips, etc.) for campaigns, familiarization tours, and other activities.
  + Reporting on competitors’ media and industry marketing activities to help benchmark Pennsylvania’s status and progress.
  + Maintaining a database of qualified journalists, influencers, and media contacts.
  + Maintaining up-to-date onboarding decks to be used to ensure incoming staff members are sufficiently educated on Pennsylvania’s tourism industry.

***Offeror Response***

**I-5. Demonstration.** To demonstrate competency and capabilities, all qualified Offerors will be invited to give a presentation either virtually or in-person at the discretion of the Program Office. Refer to Purpose Document within Jaggaer under section 29 (Offeror Responsibility) for clarification of which Offerors will be deemed qualified.

Offerors will be provided a maximum of 60 minutes to present the required materials listed below, with an additional 15 minutes allotted for a question-and-answer session. All Offerors shall provide either a file to the procurement contact prior to your demonstration or bring a paper copy of demonstration to your assigned time. Travel for an in-person demonstration is at the expense of the Offerors and will not be reimbursed.

1. **Presentation.** All qualified Offerors will prepare a presentation that will highlight the following:
2. **Agency overview and capabilities:** All Offerors shall highlight your agency to provide an understanding of your agency’s philosophy, values, integrated capabilities, partner stack, and any other information that highlights proficiency in destination marketing.
3. **Spec Assignment:** There are major events coming to Pennsylvania over the next year. These include the FIFA World Cup coming to Philadelphia in 2026. VisitPA wants to ensure that both our drive market and American sports fans choose PA as their place to experience the FIFA energy. Additionally, as VisitPA inspires visitors to celebrate the World Cup with us, it is also our mission to re-distribute visitors from Philadelphia into the suburbs and further into the state.
   * + **Goals**: All Offerors shall incorporate suggestions on how PA can be the following in their presentation:
       - Be the state that welcomes the most visitors during the FIFA World Cup as compared to the other East Coast states hosting games.
         * Make people feel FOMO if they don’t get to PA during the FIFA World Cup because there is so much buzz, e.g. the Paris Olympics.
       - Be perceived as the place to be over July 4th when the nation commemorates its 250th anniversary.
       - Promote The Great American Getaway as the reason to extend a visit both by overnights and daytrips further into the state where other destinations stand to benefit.
     + **Ask**: All Offerors shall propose a plan that leverages PR, influencers, website content, and social media to amplify PA as the best destination to experience the FIFA World Cup; and, as a state worth exploring beyond Philadelphia. The plan should illustrate savviness and the ability to think beyond the typical tactics.

***Offeror Response***

1. **Case studies:** All Offerors shall provide 2-3 work examples demonstrating proficiency in destination and event marketing. Offerors shall provide at least 1-2 examples of visitor attraction, and at least one example of large-scale event promotion. The case studies should illustrate competency in:
   * + Garnering earned media that successfully increases visitation to a destination.
     + Garnering earned media that amplifies an event and lift’s a destination’s profile as a result.
     + Building a brand voice across social media platforms.
     + Managing high-profile social media accounts and campaigns.
     + Creating accessibility-compliant content and work through examples or explanations.

***Offeror Response***

1. **Contact list:** All Offerors shall present an organization chart detailing the primary contacts for the Program Office’s account, including a brief bio of each team member plus their experience and knowledge of Pennsylvania***. (Due to awarded Offeror’s proposal being published, please refrain from sharing personal addresses and phone numbers, only business-related information should be shared.)***

***Offeror Response***

**I-6. Qualifications.** All Offerors shall show experience of work being done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to must be identified and the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or partner who may be contacted.

1. **Company Overview.** All Offerors shall provide an overview of your company and its relation to this RFP.

***Offeror Response***

1. **Prior Experience.** Offerors shall demonstrate a minimum of five (5) years of communications experience in the field of tourism promotion with similar scope of this project.
2. **Client List.** All Offerors shall provide a client list with beginning time period of January 1, 2022, to current clients as of date of RFP submission. Alongside each client’s name, the Offeror shall include the average contract value, length of client relationship, and scope of work experience.
3. **Leveraging Experience.** Proposals which show an Offeror’s experience in leveraging a variety of tools, resources, and outreach channels (including social media, digital communications tools) are preferred.
4. **Pennsylvania Specific.** Offerors shall demonstrate their ability to understand Pennsylvania and interpret it into effective branding and campaigns that bolster tourism promotion, and economic and community development.

***Offeror Response***

**C. Personnel.** Offerors shall demonstrate the skill and competence of the personnel the Offeror intends to assign to the contract. This should include (but is not limited to):

* Relevant professional experience, education, and certifications.
* Demonstrated awareness of Pennsylvania’s tourism industry.
* Concrete examples of successful projects supported by the proposed personnel.
* Proficiency at speaking to diverse audiences and ensuring all communication abides by the Program Office’s commitment to diversity, equity, inclusion, and belonging.
* The ability to independently take projects from conception to completion.

All Offerors shall identify and describe the positions and project specific duties of the executive and professional personnel assigned to this project for the implementation, administration, and management of the creative services, as they relate to this RFP.

1. **Key Personnel.** At a minimum, the following key personnel shall be identified within proposal or as a separate attachment (Appendix D):
2. **Owner/Founder/President.** Individual that would be engaged and reachable should a corporate issue need to be addressed and resolved.
3. **Executive Vice President/Managing Director.** Individual responsible for strategic planning of the Company.
4. **Account Services/Team Leaders.** Individual(s) that shall:
   * + Manage the implementation and continued oversight of projects;
     + Provide customer service to the Program Office;
     + Attend meetings (in-person and/or virtual) when requested; and
     + Assist with checking project status, answering general billing questions, assisting with emergencies and change orders, researching projects, account and billing issues, and performance concerns.
5. **Director of Research.** Individual who will oversee the use of all data and research into marketing and social media campaigns.
6. **Accounting Staff**. Individual who will be responsible for all accounting related duties such as, but not limited to, invoicing, credits, and account reconciliation.
7. **Additional personnel** not described above who are instrumental in the work outlined in this RFP should also be identified.

The selected Offeror shall fill any key and/or subcontractor position vacancies within **four (4)** weeks of the position being vacated. If a position identified as key becomes vacant, the selected Offeror must appoint and identify an individual in an acting capacity within **two (2)** weeks of separation, until the position is filled.

The Program Office retains the right to order the removal of any selected Offeror and/or subcontractor personnel from this project, or from performing any services under the Contract resulting from this RFP. The Program Office will not be responsible for any costs incurred by the selected Offeror and/or its subcontractors in replacing personnel.

***Offeror Response***

**D. Accessibility.** The Commonwealth of Pennsylvania is committed to ensuring all people, regardless of ability, receive the same experience. Offerors shall demonstrate their strategy in ensuring all work completed for the Commonwealth works with assistive technologies and meets or exceeds the most current accessibility standards, which are anticipated to change over the course of the contract.

***Offeror Response***

**E. Account Transitioning.** The Selected Offeror and their subcontractors are responsible for all costs associated with the transitioning of assets, databases, and any other required resources.

**F. Subcontractors:** Provide a subcontracting plan for all subcontractors, including small diverse business and veterans’ business enterprise, who will be assigned to the Project. The selected Offeror is prohibited from subcontracting or outsourcing any part of this Project without the express written approval from the Commonwealth. Upon award of the contract resulting from this RFP, subcontractors included in the proposal submission are deemed approved. For each position included in your subcontracting plan provide:

1. Name of subcontractor;
2. Primary contact name and email;
3. Address of subcontractor;
4. Description of services to be performed;
5. Number of employees by job category assigned to this project; and
6. Resumes (if appropriate and available). **(Do NOT include personal information).**

***Offeror Response***

**I-7. Reports and Project Control.** The selected Offeror shall provide an Account Director to work with the designated Program Office Contract Manager(s). The Account Director shall be responsible for submitting the following reports to the Program Office Contract Manager(s).

* + 1. **Task Plan.** For each major task, the Account Director will be required to develop a work plan identifying the work elements for the task, resource allocation and assignments, and a timeline for deliverables.
    2. **Status Report.** Status reports shall be filed on a monthly basis and cover activities, problems, and recommendations. This report shall include information on work accomplished during the reporting period, work to be accomplished in the subsequent reporting period(s), and any issues, risks, or problems which may impact project timelines and outcomes. The Offeror’s Project Manager shall be required to review the report with the Program Office Contract Manager(s) each month.
    3. **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 Offeror recommendations with supporting rationale.
    4. **Annual Report.** The Offeror’s Account Director will work with the Program Office Contract Manager(s) to develop an annual report for all service deliverables including (but not limited to) the communications plan, accomplishments, and key performance metrics. The report shall also include a summary of conclusions and recommendations for future work plans.
    5. **Status Meetings.** The Offeror’s Account Director and Project Manager will hold virtual weekly status meetings with the Program Office Contract Manager(s). These meetings shall be used to monitor the status of all ongoing projects, maintain project timelines, and assign action items. The Account Director will send an agenda prior to the beginning of the weekly status meeting. An in-person meeting may be scheduled at the discretion of the Program Office in lieu of the virtual meeting.

Should the weekly meeting be canceled, the Offeror’s Account Director will send a “hot list” of items that require immediate action or review.

* + 1. **Additional Meetings.** The Program Office reserves the right to schedule additional meetings as needed, including in-person meetings to be held at locations in Pennsylvania.

***Offeror Response***

**I-8.** **References.** All Offerors shall provide contact information for three (3) references who can discuss the nature and scope of projects completed by the Offeror for the reference’s company. Offeror shall ensure that the name of the reference company is included and that the contacts listed are current. Contact information must include the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or partner who may be contacted. DCED reserves the right to contact any or all references provided to verify work performed.

***Offeror Response***

**I-9** **Financial Capability.** Describe your company’s financial stability and economic capability to perform the contract requirements. The Commonwealth reserves the right to request additional information to evaluate an Offeror’s financial capability.

***Offeror Response***

**I- 10. Emergency Preparedness.** To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services.

1. Describe how you anticipate such a crisis will impact your operations.
2. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:
3. Employee training (describe your organization’s training plan, and how frequently your plan will be shared with employees);
4. Identified essential business functions and key employees (within your organization) necessary to carry them out; and
5. Contingency plans for:
6. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness; and.
7. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.
8. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.
9. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

***Offeror Response***

**I-11. Objections and Additions to Standard Contract Terms and Conditions.** The Offeror will identify which, if any, of the terms and conditions contained in the **Buyer Attachments** section that it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror’s failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office’s sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for this RFP. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror’s, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in the **Terms and Conditions** contained in the **Buyer Attachment** section. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in the **Terms and Conditions** contained in the **Buyer Attachment** sectionor to other provisions of the RFP.

***Offeror Response***