Addendum No. 1

RFP # 19-10420-8397

Marketing/Public Relations Services for Cashless Tolling Communications

Prospective Respondents: You are hereby notified of the following information regarding the referenced RFP:

REVISIONS

1. Replace Appendix F – Security Requirements in its entirety with revised Appendix D – Security Specification- Addendum #1 03-29-2019 provided as attached to this addendum.
2. Replace Appendix D – Insurance Specification in its entirety with revised Appendix E – Security Specification – Addendum #1 03-29-2019 provided as attached to this addendum.
3. Replace Appendix E – Diverse Business Requirements in its entirety with revised Appendix F – Diverse Business Requirements – Addendum #1 03-29-2019 provided as attached to this addendum.
4. Replace Calendar of Events on page 1 of 18 of the RFP (page 3 of 46 in the original RFP PDF file) in its entirety with the following:

Activity	Date	Time
Request for Proposals Issued	March 8, 2019	N/A
Deadline for Proposers to Submit Questions via email to RFP-Q@paturnpike.com	March 20, 2019	2:00 PM
Answers to Proposers questions posted to the Commission website at https://www.paturnpike.com/Procurement/Bidlist.aspx?RTYPE=O *(Estimate Only)*	April 1, 2019	N/A
Due Date for Proposals	April 15, 2019	2:00 PM
Oral Clarifications/Presentations *(If necessary)*	TBD	TBD
Anticipated Notice to Proceed *(Estimate Only)*	September 2019	N/A

5. Replace Appendix G – Cost Submittal in its entirety with revised Appendix G – Cost Submittal – Addendum #1 03-29-2019 provided as attached to this addendum.

QUESTIONS AND ANSWERS

Following are the answers to questions submitted in response to the above referenced RFP as of March 20, 2019. All the questions have been listed verbatim, as received by the Pennsylvania Turnpike Commission.

Proposer Questions			**Pennsylvania Turnpike Commission (PTC)** RFP#19-10420-8397		
#	Page	Section	Section Description	Proposer Question	Commission Response
1.	2	Part 1	General Information for Proposal	What are your current relationships/contracts with agency partners for marketing, communications, PR, media and what will their roles be, if any?	The PA Turnpike Commission (PTC) contracts with a creative firm for marketing campaigns now as well as a media buyer. The current creative firm will not have a role in Cashless Tolling communications. The media buyer will play a direct role.
2.	2	Part 1	General Information for Proposal	What are your internal capabilities and how should we work in collaboration with these teams in fulfilling the marketing challenge?	In addition to internal strategic planning and design capabilities, the PTC has marketing, media and PR professionals who will be working in concert with selected vendor.
3.	2	Part 1	General Information for Proposal	How are you currently measuring the success of your marketing efforts?	Metric tools would vary per project. For Cashless Tolling, we have used surveys, microsite visits, and post-conversion accidents stats.
4.	18	Part IV	Work Statement/Sample Scenario	Can you please share any research done on the ridership of the Turnpike from a demographic standpoint?	We do not currently have demographic data on PTC ridership. We do though have limited geographic information available on E-ZPass customers.

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#	Page	Section	Section Description	Proposer Question	Commission Response
5.	18	Part IV	Work Statement/Sample Scenario	What are the high-traffic/concentrated areas for the Turnpike?	The highest traffic volume areas are between Morgantown and Street Road Interchanges on the mainline and between Mid-County and Lehigh Valley Interchanges on the Northeastern Extension
6.	18	Part IV	Work Statement/Sample Scenario	Can you provide any more insight into the more common demographics or geographies of toll evaders?	The last publicly available information was posted here: https://www.paturnpike.com/pdfs/tolls/Toll_Violations_Info_Map.pdf
7.	18	Part IV	Work Statement/Sample Scenario	Can you provide any research into the reasons people avoid paying tolls?	We have no data-driven research available.
8.	18	Part IV	Work Statement/Sample Scenario	Can you identify which interchanges on the Turnpike result in the greatest number of toll evasions?	As of January 2019, the top five interchanges for violations are Mid County, Neshaminy Falls, Valley Forge, Bensalem and Willow Grove.
9.	18	Part IV	Work Statement/Sample Scenario	How compliant are riders once they are sent an invoice for a missed toll? Can you give us a sense for the mix of repeat offenders versus those who are more compliant?	Violators are sometimes confused by the system or do not have their accounts up to date. However, there are a number who do knowingly enter system intending not to pay. Typically, the Commission resolves 70 percent of all notices that are issued before being sent through our collections process.

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10.	18	Part IV	Work Statement/Sample Scenario	What top barriers do you anticipate for adoption of moving to Cashless Tolling	The Commission is moving forward to adopt and implement Cashless Tolling by the end of 2022. Barriers could include ensuring that all the civil contractors are finished in enough time to give the tolling equipment vendor time to install, test and certify their equipment. Public and political support has been strong for Cashless Tolling implementation.
11.	18	Part IV	Work Statement/Sample Scenario	What were the biggest lessons learned when you implemented Cashless Tolling in the four current locations on the Turnpike?	The biggest lessons learned to this point include the alterations we have made to the back-office functions to ensure we are collecting as many tolls as possible. We have improved accuracy of the tolling apparatus and fine-tuned our communications approach during the pilots.
12.	17	Part IV	Work Statement/Sample Scenario	Knowing the movement to Cashless Tolling will eliminate more than 600 toll collections by 2022, would this RFP include crisis communication support?	While the number of positions cited is not accurate (it will be fewer) and employees have been transitioning for the last several years, the RFP does contemplate the potential need for some crisis communications.
13.	18	Part IV	Work Statement/Sample Scenario	Is there a certain time of year that toll evading happens more frequently?	The Commission issues more violation notices during the summer travel season (our busiest) which is from June through August.

#	Page	Section	Section Description	Proposer Question	Commission Response
14.	18	Part IV	Work Statement/Sample Scenario	What happens after a vehicle is suspended after six violations?	Effective August 4, 2017, Act 165 of 2016 allows the Commission to request the Pennsylvania Department of Transportation (PennDOT) to suspend the registration of any Pennsylvania motorist with 6 or more unpaid PA Turnpike toll violations or toll invoices totaling $500 or more. Once a registration is suspended, the owner is responsible for payment of all outstanding tolls and fees to the PTC and is required to pay a restoration fee to PennDOT.
15.	16	Part IV	Work Statement	Will the Toll by Plate payment still be at a higher premium to the consumer than an E-ZPass?	Customers who receive a TOLL BY PLATE invoice are charged the "cash" toll rate which is higher than that of E-ZPass. However, at the time of payment, they have the option to open an E-ZPass account to receive the discounted rate.
16.	16	Part IV	Work Statement	Is it preferable for consumers to use the E-ZPass versus the Toll By Plate payment method at the Cashless Tolling points in terms of profitability of the Turnpike?	The Commission wants customers to have options that suit them best. The E-ZPass and Toll by Plate programs are administered by the same vendor, but it is preferable in terms of profitability (and revenue assurance) for customers to choose and use E-ZPass.
17.	16.	Part IV	Work Statement	What type of business data do you have that you would be willing to share with your agency partner regarding ridership, volume, frequency, geographies? Will that be available for this RFP?	The PTC collects a significant amount of data, and much of it can be shared with our partners. Personal data on E-ZPass customers however is off limits due to privacy concerns. Some specific trip data, travel patterns and other anonymous information can be provided.

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18.	17	Part IV	Work Statement	Are there plans to expand the range of options that people can purchase an E-ZPass? Are there plans to expand the volume of retailers that sell them?	No, not currently. We would be open to discussions though.
19.	17	Part IV	Work Statement	For the Toll By Plate payment option, are there any ways to pay cash (beyond paying at the customer service center in Harrisburg)?	While tolls can conveniently be paid online, by phone and through the mail, no cash is taken at the Cashless Tolling points.
20.	17	Part IV	Work Statement	Has there been previous outreach to underserved communities about E-ZPass? If yes, what was the response?	We have not done this type of outreach to any significant degree. We have, however, included these communities when communicating about the conversions to Cashless Tolling at certain tolling points.
21.	16	Part IV	Work Statement	What marketing efforts do you already have planned to educate on Cashless Tolling? Is it the same as what you currently employ to communicate with Turnpike riders?	To this point, Cashless Tolling has not been included in overall marketing strategies. We have used marketing and PR tactics in the areas where the most recent cashless conversions have occurred.
22.	17	Part IV	Work Statement	Where do you already do large-scale E-ZPass promotion?	We do it seasonally, as well as in conjunction with Cashless Tolling locations. Some of the tactics used include radio, service plazas and billboards. We have also focused specifically on the markets where Cashless conversions have occurred, leading up to conversion.

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23.	17	Part IV	Work Statement	Are there any examples of other transit systems who have switched to a cashless system that you think did particularly well or poorly?	Only turnpike systems (not transit) have converted, and they have tended to be smaller systems, extensions or toll bridges compared to our 552-mile system. A few other tolling agencies have reached out to us to learn from our PR and marketing experience in this setting, and we allowed an agency in NY to use some of our messaging.
24.	17	Part IV	Work Statement	What channels are already available for education? Can items be inserted into the Tool By Plate invoice or e-blast?	We have used information at the Commission's service plazas, billboards and radio.
25.	N/A	N/A	N/A	Please describe how this new campaign will complement or differ from the 2016 and 2017 Cashless Tolling campaigns?	This RFP contemplates a full, integrated **statewide** marketing and PR strategy. Prior "campaigns" were localized to the region of the conversion.
26.	N/A	N/A	N/A	Does the Turnpike have current marketing communications partner firms? Who are the firms and which firms have been working on the Cashless Tolling assignment?	The Commission has several communication partner firms working on marketing and engineering projects. Red House (marketing), Bravo Group (construction and design) and Shelly Communications (general PR and media relations), are now on board. These contracts may expire though prior to 2022. AECOM is the current Cashless Tolling communications provider; their contract will be in effect through the end of the calendar year, possibly before that.

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27.	N/A	N/A	N/A	Does the Turnpike have relative or current Pennsylvania-based research on the topic of Cashless Tolling?	No
28.	17	IV-4	Tasks. (1. Strategy, design and content for ~)	Can you outline how updates to your current website are designed and implemented and what resources are needed outside of the Turnpike team for web-based initiatives?	The Commission has staff charged with the development and oversight of the Commission's website. Staff has a full-time web vendor. (The PTC will be issuing an RFP for a new web provider this calendar year as the current provider's contract expires in December.)
29.	5	I-15	Economy of Preparation	Do the Cover sheet and Table of Contents pages count towards the 35-page limit?	Yes
30.	18	IV-5.	Sample Scenario for Response.	Do you view the serial toll evader challenges as both a PA-resident issue as well as an out-of-state driver challenge? Please explain.	At the current time our authority to act against violators is based on Pennsylvania residency. We are exploring reciprocity agreements with neighboring states that would allow us to pursue non-PA evaders.
31.	18	IV-5.	Sample Scenario for Response.	Are you prosecuting out of state violators?	At the current time our authority to act is based on Pennsylvania residency. We can file civil suits in other states and pursue scofflaws through the PTC's contracted collections firm.
32.	18	IV-5.	Sample Scenario for Response.	What percent of current Turnpike drivers still opt to pay cash over using Easy Pass?	Overall, more than 80 percent of the Commission's toll transactions are electronic.

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33.	18	IV-5.	Sample Scenario for Response.	Do you envision the priority for this contract to be engaging toll violators or promoting awareness and usage of Cashless Tolling?	As a point of clarification, the sample scenario was created to gauge respondents' abilities to develop a targeted and integrated campaign. The awardee's scope of work will relate to our Cashless Tolling projects.
34.	4	I-14.	Proposals.	As written, you are requesting two exact copies on a flash drive; are you requesting two flash drives containing exact copies of the Technical, Cost and DB submittals?	Yes, flash drives should be placed in a separate sealed envelope within the sealed proposal.
35.	12	II-3.	Cost Submittal. (Appendix G)	Should the cost submittal be on a separate flash drive, or can it be included on the technical flash drive as long as they are separate files?	See Section II-3 – Cost Submittal
36.	2	1-1	Purpose	What is your definition of the three areas of focus (Communications, Marketing and Outreach Services) included in the contract and how are they different from each other? What do they share in common?	Marketing equates to paid avenues to create public awareness. Media relations and PR would equate to earned media to build awareness. Outreach would include direct connections to key influencers, targeted communities and customers. The common thread is the element of communications which would include message development.
37.	2	1-5	Type of Contract	The total budget for the 5-year contract is $10,000,000. What is the estimated annual budget and will the spending be weighted more heavily in the first years/introduction of the Cashless Toll Program? If so, what is the weighting?	The initial contract year will likely be focused on research, planning and evaluation as well as tactical development. We envision the bulk of the heavy lifting will occur in the year before and year of implementation…2020 and 2021.
38.	2	1-5	Type of Contract	What is the potential annual agency fee?	Potentially $2 million annually. Conversion year could be higher.

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39.	2	1-5	Type of Contract	Is the 5-year, $10,000,000 contract "all in" (agency fee + production costs + media spend, etc.) or is this agency fee only? If it is "all in," what is the portion covered by this RFP?	It would include out of pocket, like production costs. (The PTC has a full-service print vendor and an in-house print shop with limited capability, so we don't foresee much cost there.) This contract does not include media buy, which is handled in a separate agreement.
40.	4	1-14	Proposals	"…two complete and exact copies of the Technical, Cost and DB Submittals…on…Flash Drive…Proposer should ensure that there is no costing information in the technical submittal." Do you want separate flash drives for each of the submittals so that there is no cost information on the same Flash Drive, e.g., 1 Flash Drive includes two copies of the Technical Submittal, 1 Flash Drive includes 2 copies of the Cost Submittal and 1 Flash Drive includes 2 copies of the DB Submittal?	Yes
41.	11	11-1	Personnel	Is it acceptable to include detailed bios and work history for the people who will work on this contract instead of traditional resumes?	It is acceptable if included within allocated page limits.
42.	12	11-3	Cost Submittal	This section indicates: "Please note, media purchasing for the public relations and marketing plan costs (advertising time/space), will be handled by a separate contract and should not be a part of this proposal." Please confirm that no paid media should be included in the Cost Submittal for the Sample Scenario. In addition, will there be a separate RFP issued for media? If so, what is the timing?	No media costs should be included in the cost submittal for the sample scenario. We expect to issue an RFP for media buying services in 2020.

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43.	12	11-3	Cost Submittal	Will this RFP need to include research, planning and competitive analysis services related to strategic planning for media channels and messages even though we will not include media planning and placement fees?	Yes, we will ask for input on these areas from the chosen contractor of this RFP.
44.	12	11-3	Cost Submittal	(Appendix G): Please confirm that the Cost Submittal is to include Billable Rates/Agency Fees only for the sample scenario in Part IV-5 and no out-of-pocket costs.	See Section II-3 – Cost Submittal and Revision No. 5 above.
45.	12	11-3	Cost Submittal	(Appendix G.): If the cost submittal is to include billable rates and agency fee totals only, is there another template to show a total project cost? Currently, Appendix G only has columns for positions and billable rates and no totals.	See Revision No. 5 above.
46.	12	11-2	Diverse Business (DB) Requirements	We assume the DB Requirements are in Appendix E, not Appendix F, which appears to be Commission Security Requirements. Please confirm.	See Revision No. 3 above.
47.	12	11-2	Diverse Business (DB) Requirements	Should we use the full $10,000,000 contract budget as the basis for setting a dollar commitment for SDB partners?	Yes, the Minimum Participation level (MPL) is 10%. The MPL will be applied to the combined amount of Work Orders that are issued. Work Orders may be issued up to a combined amount of $10,000,000.
48.	14	111-3	Proposal Evaluation	Is there an incumbent Agency for the Turnpike Commission doing the work today? If so, should we take into consideration any transition workflow or needs that the Turnpike Commission may have as relevant circumstances to ensure continuity in any existing programs deemed successful today?	Yes, AECOM has been engaged for communications on the most recent Cashless Tolling conversions. Agency planning should include transitioning of work.

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49.	14	111-4	Evaluation Criteria	Submissions will be evaluated on B. Soundness of proposed approach, methodology, and deliverables for conducting communications, marketing and outreach services as it relates to the requirements discussed in Part IV of this RFP. And the requirements (Page 16) state that you will be looking to evaluate the campaign's effectiveness. Are there metrics related to the work that you know are the most important measures of success? Or, are you looking for the Agency to define those over time as the campaigns are designed, deployed, tracked and analyzed?	By virtue of this RFP, the Commission seeks an agency to develop the appropriate ongoing metrics to measure and evaluate all tactics and make campaign modifications based on the strategic analysis.
50.	16	IV-1	Work Statement Objectives	The work statement objectives mention "The Pennsylvania Turnpike Commission (Commission) will convert to Cashless Tolling on the Amos K. Hutchinson Bypass, which adjoins the Turnpike's Mainline near the New Stanton Interchange in Westmoreland County, and Gateway Toll Plaza in Lawrence County in fall 2019." The Calendar of Events schedule (page 1 of 18) notes that the Anticipated Notice to Proceed is slated to be awarded in September 2019. Given that our recommendation will begin with executing primary research as a first step to identify the most engaging communications, marketing and outreach services needed to support the launch of Cashless Tolling, can the calendar be modified so there is sufficient time pre-launch to implement any relevant research findings?	The Commission does not currently contemplate modifying the calendar. The next Cashless Tolling conversions at the Amos K. Hutchinson Bypass and the Gateway Toll Plaza will proceed with the communications assistance of the incumbent agency.

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51.	16	IV-1	Work Statement Objectives	The work statement objectives mention “This means motorists in that area will pay tolls electronically via E-ZPass or by receiving a Toll by Plate invoice in the mail.” Will the Toll by Plate rates be equivalent to the current cash rates by vehicle classification, where E-ZPass users receive a discounted toll rate?	Customers who receive a TOLL BY PLATE invoice will be charged the “cash” toll rate. However, at the time of payment, they have the option to open an E-ZPass account to receive the discounted rate.
52.	16	IV-2	Nature and Scope of the Project	This RFP points to 3 specific audiences: customers, constituents, and employees. Please tell us how you define and differentiate them and what they share in common. Do you already have research about these audiences that the Agency will use to build a persona or will we need to help you define the most important information about each of the audiences to inform the communications plan? Is the customer experience goal defined for any of these audiences beyond the current description that notes a desire to reduce confusion and promote and provide optimal awareness of the workings of Cashless Tolling?	Communications with customers — those who travel the Turnpike system — are the priority. Most of the focus will be on this audience. Constituents include parties such as lawmakers and local elected officials as well as neighboring businesses and residents around our interchanges. Employees are specifically those in the Fare Collection and Fare Audit Departments who’ll be impacted by the conversion. We have research on all audiences but will be open to persona remodeling if the agency team recommends it.
53.	16	IV-2	Nature and Scope of the Project	How and Why did the commission decide that the communication goal is to maximize and build equity with a focus on innovation, safety and customer value? Is there consumer research you conducted that you can share with us that provides the voice of the customer and the experience drivers and barriers related to transportation services from the Commonwealth? Are these areas of focus highly valued attributes or components of the Brand connected to this experience?	Bravo Group conducted a messaging audit and identified safety, innovation and customer service as messaging pillars. These three are also values in the Turnpike’s strategic plan. We may share any research only with the successful contractor.

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54.	17	IV-4	Tasks	“1. Strategy, Design and Content for” does not specify who at the Turnpike Commission is responsible for the overall marketing plan strategy vs. any content marketing strategy decisions for paid, owned and earned media. Is there someone who is the owner of this role or is that divided among several employees and experts across the Commission team whom the Agency would work with? How is editorial content managed - by a single PR expert, divided among several employees and experts across the Commission team, or by an editorial board? Where are current content assets designed, created, catalogued, stored and deployed by technology platforms?	The communications team is comprised of media, PR and marketing professionals (managers) who report to a director who reports directly to the CEO. Most initiatives are cross-functional, and each team member understands their role.
55.	18	IV-5	Sample Scenario for Response	Given that it is inadvisable to interview as well as highly improbable to find violators for the purpose of research, the more efficient way is to research audiences that mirror violators as far as lifestyles, behaviors and demographics. What are specific personas can you share about the 2 types of audiences in the plan, and what makes them distinct and different?	We do not have a profile of these types. We can provide zip code information on scofflaws to the successful responder.
56.	18	IV-5	Sample Scenario for Response	Since E-ZPass is connected to the collection of tolls, should promoting E-ZPass be a part of the scenario in which we deal with trying to get people to be more responsible for paying tolls?	The scenario was created for responders to strategically plan and develop tactics to reduce toll violations.

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57.	18	IV-5	Sample Scenario for Response	It is stated to "articulate the goals, key messages and strategy for an integrated campaign." It is also stated to "provide a description of the approach/methodology that you will follow…" For this Scenario, are you expecting actual messages and creative ideas for communicating with them, or is it acceptable to provide our approach for arriving at the most impactful messages and creative ideas?	We are looking for actual messages.
58.	2	Part I, I-5	Type of Contract	Is the budget of $10 million (not-to-exceed) the budget for the 5-year contract period? Said another way, will the contract average $2 million per year for the life of the contract? What about the budget for the two (2) one (1) year options to renew?	The budget is $10 million. The initial planning process could help the selected vendor understand how that amount would be used over the course the 5-year period. The specific budget for the two-year options has not been determined at this time. If the Commission elects to utilize the options, it will be determined at that time.
59.	2	Part I, 1-5	Type of Contract	We are trying to anticipate the budget that will be needed for production. Can you tell us what you anticipate the allocation of budget will be between paid advertising, PR/grassroots, social media, website, stakeholder communications, etc. Is TV mandatory as part of the paid advertising plan?	The Commission seeks strategic and tactical recommendations as well as creative concept and design assistance in this RFP. This could include print, outdoor, radio, TV and digital. While this contract will cover production costs, we do not foresee much in terms of print materials.
60.	11	Part II, F	Relevant Experience	Can we include additional relevant experience and/or sample creative work in a separate Appendix since there is a 4-page limit to this section?	No. Just include **relevant** work with a similar scope in the same or relevant industry.

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61.	12	Part II, II-3	Cost Submittal (Appendix G)	We understand media planning and buying will be handled by a separate contract, however can you confirm what the paid media budget is for this effort? Knowing the paid media budget will help us estimate how much budget will be needed for production. As noted above, if TV is part of the paid media budget we will allocate more of the budget to production.	We do not know the paid media budget for this initiative. We would not eliminate TV at this time if it is a recommendation.
62.	12	Part II, II-3	Cost Submittal (Appendix G)	Would you like us to estimate the additional costs for the sample scenario, specifically Travel and Subsistence, Subcontract Costs and the Cost of Supplies and Materials? If so, should we include those costs along with our Billable Hourly Rates in the separately sealed Cost Submittal?	For the scenario cost response, the Commission is only looking for staff costs. See Revision No. 5 above.
63.	18	Part IV	Work Statement	Who created the website www.nocashzone.com and the "brand" for Cashless Tolling?	The branding was created by the Commission.
64.	18	Part IV	Work Statement	Who is the incumbent agency for Cashless Tolling?	AECOM
65.	18	Part IV	Nature and Scope of the Project	How do you currently evaluate the success of communications programs and marketing campaigns? What KPIs are most important to the Commission?	Evaluation tools vary from project to project. For the conversion of Cashless Tolling points, we have used visits to the microsite (which was part of the call to action) as well as accidents statistics post conversion.
66.	18	Part IV	Nature and Scope of the Project	How do you measure equity in the Commission's key communications pillars of innovation, safety and customer value?	We do not measure it across all of our communication platforms.

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67.	18	Part IV	Nature and Scope of the Project	Is there any existing qualitative or quantitative research that can be shared on consumer awareness or attitudes toward Cashless Tolling?	We have done initial survey work, but it is not final at this point.
68.	21	Appendices	Appendices	Would you provide us with Word versions of Appendix A Standard Agreement and Appendix D Insurance so we may redline?	Appendix A – Standard Agreement and Appendix E – Insurance are attached to this Addendum.
69.	9	Part I	I-28, I-29, I-30	Page 9 of the RFP references Security Requirements located in Appendix D, Insurance Requirements in Appendix E, and DB Requirements in Appendix F. In the Appendices of the RFP, Insurance Requirements are located in Appendix D, DB Requirements are in Appendix E, Security Requirements are Appendix F. Please clarify for reference in proposal responses.	See Revision No.'s 1, 2, and 3 above.

All other terms, conditions and requirements of the original RFP dated March 8, 2019 remain unchanged unless modified by this Addendum.

General Security Requirements

Vendor shall supply all hosting equipment (hardware and software) required for performance of the contract and ensure maintenance and replacement as necessary to maintain compliance with the Service Level Agreement(s).
The vendor shall warrant all system/software to be delivered free of malware or other malicious or destructive code.
In the event of adverse risk findings through an audit or assessment, the vendor shall cooperate with the Commission in remediating any risks to the system, including complying with requests to temporarily take the system offline or otherwise limit access to the system during remediation if warranted.
Vendors must have a plan for compliance with all applicable breach notification laws, including Pennsylvania's Breach of Personal Information Notification.
The Commission must be notified in writing within 72 hours of the earliest indication or report of a potential breach or unintended disclosure of confidential information.
Incident response actions that may affect confidential information must be conducted quickly and with ample resources. Vendor must hire a professional third-party incident response team if its inhouse resources do not have sufficient skill or availability.
The Commission shall have the right to view all incident response evidence, reports, communications, and related materials, affecting Commission systems, upon request.
If requested by the Commission, or if required by law, the vendor, at its own cost and expense, shall notify in writing all persons affected by the incident.
The vendor is responsible for hardening all devices to run only the services required to support the application. All unnecessary services must be disabled (for example, UPnP, SLP, etc.).
If Commission user service disruptions are expected, the change must be approved by the Change Review Board (CRB) before implementation.
No generic user accounts for shared resources will be permitted.
Audit logs must be implemented for all systems. All actual or attempted violations of system security must generate an audit log. Audit logs must be secured against unauthorized access or modification.

Pennsylvania Turnpike Commission
700 South Eisenhower Blvd
Middletown, PA 17057

Hosted/Cloud-Based Security Requirements

The Commission's data must be located and remain within the continental United States.
Vendor shall use commercially reasonable resources and efforts to maintain adequate internet connection bandwidth, service capacity, and ensure its data center and/or other vendors performing subcontracted services have industry standard physical, technical, human, and administrative controls.
Vendor shall house all services and equipment in an operational environment that meets industry standards including climate control, fire and safety hazard detection, redundancy, electrical needs, and physical security.
If Commission employee access is required, then the latest version of ADFS (Active Directory Federated Services), using the latest version of SAML, must be used for authentication and authorization.
All cloud-based/hosted systems using HTTPS, or any other protocol using SSL/TLS, must use TLS 1.2 or later with a key size no smaller than 2048 bits.
For public-facing systems, the vendor shall utilize a third-party certificate provider who is a recognized and trusted authority in the industry.
The vendor is responsible for sending the Commission system/network vulnerability scan results upon request.
The vendor will supply firewall and IPS logs for malicious intrusion and access attempts into hosted Commission systems upon request.
Vendors must have, and upon request by the Commission, shall provide copies of its information security policies that cover the following elements: - Data classification and privacy - Security training and awareness - Systems administration, patching, and configuration - Application development and code review - Incident response - Workstation management, mobile devices, and antivirus - Backups, disaster recovery, and business continuity - Regular audits and testing - Requirements for third-party business partners and contractors - Compliance with information security or privacy laws, regulations, or standards
The vendor shall allow the Commission, or an agreed upon third party, to perform security assessments, vulnerability assessments, or audits of systems that contain Commission data.
For systems hosted off the Commission's network, an industry-accepted endpoint protection solution must be operated on all hosting servers.

On-Prem/Physically-Connected Security Requirements

The Commission's IT Security Team must be allowed to scan, for security vulnerabilities, any new equipment and/or changes to existing equipment before implementation.
The Commission's IT Security team must be given administrator-level access to all installed equipment for incident response and security assessment.
All Microsoft Windows-based systems, connected to the Commission's network, will be joined to the Commission's Active Directory domain and will be patched by the Commission's IT staff on a monthly-basis at a minimum.
The vendor is responsible for updating all non-Windows systems, not operated or administered by the Commission, to the vendors' latest recommended level.
All vendors shall use the Commission's VMWare's HorizonView infrastructure for remote access.
The vendor's system/software must co-exist with all industry accepted endpoint software with no exceptions.
The vendor must provide the necessary directory and file exclusions to allow the system/software to operate as intended.

Pennsylvania Turnpike Commission
700 South Eisenhower Blvd
Middletown, PA 17057

The Pennsylvania Turnpike Commission

Before starting any work and until completion and final payment is made for the work, or final acceptance of the work, the Proposer will provide and maintain the following minimum levels of insurance at Proposer's own expense. Proposer shall furnish Certificates of Insurance showing the effective date of coverage as outlined below. No work may be performed until the required evidence of Insurance is provided in accordance with the terms of the contract. Proposer shall be responsible for ensuring that all Subcontractors hired by the Proposer are properly insured. Proposer shall not permit any such Subcontractors to start work until such evidence has been provided to the Proposer.

a) All insurance shall be procured from insurers permitted to do business in the State in which the project is taking place and having an A.M. Best Rating of at least "A-, Class VIII".

b) Proposer shall not have a Self-Insured Retention (SIR) on any policy greater than $50,000, which is the responsibility of the Proposer. If Proposer's policy(ies) has a Self-Insured Retention exceeding this amount, approval must be received from the Commission prior to starting work. In the event any policy includes an SIR, the Proposer 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).

c) All insurance required herein, except for Professional Liability Insurance, shall be written on an "occurrence" basis.

d) The Proposer's insurance carrier(s) shall agree to provide at least thirty (30) days prior written notice to the Commission in the event coverage is canceled or non-renewed, unless cancellation is for non-payment of premium. In the event of cancellation or non-renewal of coverage(s) for any reason, it is the Proposer's responsibility to replace coverage to comply with the Contract requirements so there is no lapse of coverage for any time period.

   If the insurance carriers will not issue or endorse their policy(s) to comply with the above it is the responsibility of the Proposer to report any notice of cancellation or non-renewal at least thirty (30) days prior to the effective date of this notice.

e) Proposer shall provide the Commission with Certificates of Insurance, showing the insurance coverages listed below, ten days prior to the start of work of this Project and thereafter upon renewal or replacement of each coverage. The Proposer shall not begin any work until the Commission has reviewed and approved the Certificate of Insurance.

   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 Proposer's obligation to maintain such insurance.

Upon completion of the contract, an additional certificate(s) of insurance evidencing coverage shall be provided to the Commission with final application for payment.

f) The Commission, and its Commissioners, officers, employees and agents shall be added as ADDITIONAL INSUREDS on all required liability policies (except Workers' Compensation and Professional Liability) for ongoing operations and completed operations on a primary noncontributory basis.

g) Waiver of Rights of Subrogation: Proposer shall waive all rights of recovery against the Commission and all the additional insureds for loss or damage covered by any of the required insurance (except Professional Liability).

h) The amount of insurance in the required coverages shall not be construed to be a limitation of the liability on the part of the Proposer.

i) The carrying of insurance described below shall in no way be interpreted as relieving the Proposer of any responsibility or liability under the contract.

j) Any type of insurance or any increase in limits of liability which the Proposer requires for its own protection or on account of statute shall be its own responsibility and at its own expense.

k) Proposer 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 Proposer arising in the course of operations under the contract. The Proposer shall forward such documents received to its insurance company(ies), as soon as practicable, or as required by its insurance policy(ies).

REQUIRED COVERAGES - the following may be provided through a combination of primary and excess policies in order to meet the minimum limits set forth below:

1. **Workers' Compensation and Employer's Liability:**
Provided in the State in which the work is to be performed and elsewhere as may be required and shall include:

a) Workers' Compensation Coverage: Statutory Requirements

b) Employers Liability Limits not less than:

Bodily Injury by Accident:	$500,000 Each Accident
Bodily Injury by Disease:	$500,000 Each Employee
Bodily Injury by Disease:	$500,000 Policy Limit

c) Includes sole proprietorships and officers of corporation who will be performing the work.

2. **Commercial General Liability:**
Provided on standard ISO forms or an equivalent form including Premises - Operations, Independent Proposers, Products/Completed Operations, Broad Form Property Damage, Contractual Liability, and Personal Injury and Advertising Injury.

a) Occurrence Form with the following minimum limits:

(1)	General Aggregate:	$2,000,000
(2)	Products/Completed Operations Aggregate:	$2,000,000
(3)	Each Occurrence:	$1,000,000
(4)	Personal and Advertising Injury:	$1,000,000

3. **Automobile Liability:**

a) Coverage to include All Owned, Hired and Non-Owned Vehicles (or "Any Auto"). If Proposer does not have any Owned Vehicles, Proposer is still required to maintain coverage for Hired and Non-Owned Vehicles as either a stand-alone policy or endorsed onto the Commercial General Liability policy above.

b) Minimum Per Accident Combined Single Limit $1,000,000

4. **Commercial Umbrella Liability:**

a) Policy(ies) to apply on a Following Form Basis of the following:
(1) Commercial General Liability,
(2) Automobile Liability, and
(3) Employers Liability Coverage.

b) Minimum Limits of Liability

Occurrence Limit:	$4,000,000
Aggregate Limit (where applicable):	$4,000,000

5. **Professional Liability Insurance:**

a) Minimum Limits of Liability

Per Claim Limit:	$2,000,000
Aggregate Limit:	$2,000,000

b) The Definition of "Covered Services" shall include the services required in the scope of this contract.

c) If Professional Liability coverage is written on a claims made form the following requirements will apply:

1) The retroactive date must be on or before the start of work under this contract;
2) In the event of policy cancellation or non-renewal, the Proposer must purchase "tail coverage/an extended reporting period" or maintain coverage for a period of three (3) years after the completion of their work/final payment.

APPENDIX F – RFP 19-10420-8397
Pennsylvania Turnpike Commission
DIVERSE BUSINESS (DB) REQUIREMENTS

Diverse Business Participation. The Commission is committed to Diverse Business (DB) participation on competitive contracting opportunities. Firms or entities that have not previously performed work or provided services to the Commission are encouraged to respond to the solicitations. RFPs may include DB participation as part of the criteria for the evaluation of proposals, and the Commission may consider DB participation as a selection factor.

Minimum Participation Level (MPL). The minimum participation level (MPL) for the inclusion of DBs will be established in the RFP/advertisement as a percentage.

(a) General Requirements. Section 303 of Title 74 of the Pennsylvania Consolidated Statutes, 74 Pa.C.S. § 303, requires proposer on contracts funded pursuant to the provisions of Title 74 (Transportation) and 75 (Vehicle Code) administered and issued by the Commission to make Good Faith Efforts to solicit subonsultants that are Diverse Businesses (DBs) as defined in Section 303. The DB requirements of Section 303 apply to this contract.

Section 303 requires proposers to make Good Faith Efforts, as described below, to solicit subconsultants that are DBs during the proposal process to maximize participation of DBs in competitive contracting opportunities.

The Commission is committed to participation by DBs and will enforce the requirements of Section 303 and this section. Failure to make Good Faith Efforts and demonstrate such Good Faith Efforts in the solicitation of subconsultants may result in the proposer being declared ineligible for the contract.

Proposers shall document and submit to the Commission all Good Faith Efforts, as described in this section, to solicit subconsultants that are DBs during the solicitation process.

Proposers are encouraged to utilize and give consideration to consultants offering to utilize DBs in the selection and award of contracts.

Proposers shall not discriminate on the basis of gender, race, creed or color in the award and performance of contracts in accordance with 62 Pa.C.S. §3701.

Failure to comply with the requirements of Section 303 or this specification may result in the imposition of sanctions as appropriate under section 531 of the Procurement Code, 62 Pa.C.S.§ 531 relating to debarment and suspension.

The Commission's Director of the Office of Diversity and Inclusion, or designee, is designated the Responsible Official who shall supervise the DB program and ensure that the Commission complies with the DB program.

(b) Definitions. The following definitions apply to terms used in this specification:

1. **Disadvantaged Business** – A business that is owned or controlled by a majority of persons, not limited to members of minority groups, who are subject to racial, social, ethnic prejudice or cultural bias.

2. **Diverse Business** – A disadvantaged business, minority-owned or women-owned business or service-disabled veteran-owned or veteran-owned small business that has been certified by a third-party certifying organization.

3. **Minority-owned Business** – A business owned and controlled by a majority of individuals who are African Americans, Hispanic Americans, Native Americans, Asian Americans, Alaskans or Pacific Islanders.

4. Professional Services – An industry of infrequent, technical or unique functions performed by independent contractors or consultants whose occupation is the rendering of the services, including: (1) design professional services as defined in 62 Pa.C.S.§ 901 (relating to definitions); (2) legal services; (3) advertising or public relations services; (4) accounting, auditing or actuarial services; (5) security consultant services; (6) computer and information technology services; and (7) insurance underwriting services.

5. Pro Forma Effort-The act of completing a form or document identifying efforts to solicit DBs for a project in order to satisfy criteria with little or no expectation that the DBs contacted or identified will perform any of the work.

6. Service-Disabled Veteran-Owned Small Business – A business in the United States which is independently owned and controlled by a service-disabled veteran(s), not dominant in its field of operation, and employs 100 or fewer employees.

7. Subconsultant- Any individual, partnership, firm, or corporation entering into a contract with the prime consultant for work under the contract, including those providing professional and other services.

8. Third-party Certifying Organization – An organization that certifies a small business, minority-owned business, women-owned business or veteran-owned small business as a diverse business. The term includes: (1) the National Minority Supplier Development Council; (2) the Women's Business Development Enterprise National Council; (3) the Small Business Administration; (4) The Department of Veteran Affairs; (5) the Pennsylvania Unified Certification Program.

9. Veteran-owned Small Business –A small business owned and controlled by a veteran or veterans.

10. Women-Owned Business – A business owned and controlled by a majority of individuals who are women.

(c) Actions Required by Proposer during the procurement/consultant selection phase

1. Submission Requirements – Consultant Responsiveness.

a. **Minimum Participation Level (MPL) Documentation -** If the documentation submitted with the proposal demonstrates that the proposer has identified DBs sufficient to meet the MPL established for this contract, the proposer will be deemed to have satisfied the DB requirement during this phase. The proposer is required to provide the business name and business address of each DB and supporting documentation that includes proof of certification.

If the consultant's proposal demonstrates the consultant's inability to meet the MPL established for this contract, the proposer shall demonstrate Good Faith Efforts with its proposal. Failure to submit the required documentation demonstrating Good Faith Efforts as further described below with the proposal may result in a rejection of the proposal.

b. If no MPL has been established for this contract, the proposer is required to either provide a statement of intent that it will self-perform 100% of the work for the agreement, or demonstrate Good Faith Efforts to solicit subconsultants that are DBs. In either case documentation shall be provided with the proposal.

Failure to submit the required information identified above with the proposal may result in a rejection of the proposal.

2. Good Faith Effort Requirements: The documentation of Good Faith Efforts must include the business name and business address of each DB considered. Supporting documentation must also include proof of certification and any explanation of Good Faith Efforts the proposer would like the Commission to consider. Any services to be performed by a DB are required to be readily identifiable to the agreement. Good Faith efforts are demonstrated by seeking out DB participation in the project given all relevant circumstances. The Commission requires the proposer to demonstrate more than Pro Forma Efforts. Evidence of Good Faith Efforts includes, but is not limited to:

a. Consultant solicits through all reasonable and available means the interest of all certified DBs with the capacity to perform the scope of work set forth in the agreement.
b. The proposer must provide written notification at least 5 business days before proposals are due to allow the DBs to respond to the solicitation.
c. The proposer must determine with certainty if DBs are interested by taking appropriate steps to follow up initial solicitations.
d. The proposer must make efforts to select portions of the work to be performed by DBs to includes, where appropriate, breaking out contract work into economically feasible units to facilitate DB participation;
e. It is the proposer's responsibility to make a portion of the work available to DBs and, to select those portions of the work, so as to facilitate DB participation.
f. The proposer shall provide evidence of such negotiations that include the names, addresses, and telephone numbers of DBs considered; A description of the information provided regarding the required work and services for the work selected for subconsultants; and evidence as to why additional agreements could not be reached for DBs to perform the work.
g. Proposers cannot reject or withhold solicitation of DBs as being unqualified without sound reasons based on a thorough investigation of their capabilities.
h. The DB's standing within its industry, membership in specific groups, organizations or associations and political or social affiliations (for example union v. non-union employee status) are not legitimate causes for the rejection or non-solicitation of proposals in the proposer's efforts to meet the Good Faith Efforts requirement.
i. Efforts to assist interested DBs in obtaining bonding, lines of credit or insurance.

3. Actions Taken by the Commission. As part of the proposal review process, the Commission will review the submissions to determine whether the proposer has complied with Section 303 and this requirement in the selection of DB subconsultants. The Commission will determine whether the proposer has either met the MPL or provided acceptable documentation as noted above. The Commission reserves the right to contact proposers for clarification during the review and negotiation process.

If the Commission determines that the proposer has failed to either meet the MPL or provide acceptable documentation as noted above, the proposal may be rejected.

(d) Consultant Requirements During Performance of Services.

1. Replacement of a DB Subconsultant. Consultant must continue good faith efforts through completion of the contract. The obligation to make Good Faith Efforts to solicit subconsultants for any type of service extends to additional work required for any service which is identified to be performed by a DB. If at any time during the performance of the work, it becomes necessary to replace or add a subconsultant that is a DB, the consultant, as appropriate, shall immediately notify the Commission and seek approval in writing in accordance with the Agreement of the need to replace the DB, which notice shall include the reasons for the replacement. If a prime consultant who originally indicated that it would self-perform all work subsequently decides to use a subconsultant for any work under the contract, the consultant must submit documentation of all Good Faith Efforts as to the work for which a subconsultant is obtained.

2. **Records.** Maintain project records as are necessary to evaluate DB compliance and as necessary to perform the reporting function addressed below. Maintain all records for a period of 3 years following acceptance of final payment. Make these records available for inspection by the Commission, its designees or agents. These records should indicate:

2.a. The number of DB and non-DB subconsultants and the type of services performed on or incorporated in this project.

2.b. The progress and efforts made in seeking out DB subconsultant organizations and individual DB consultants for work on this project to increase the amount of DB participation and/or to maintain the commitments made at the time of the proposal to DBs.

2.c. Documentation of all correspondence, contacts, telephone calls, and other contacts made to obtain the service of DBs on this project.

3. **Reports.** Maintain monthly reports and submit reports as required by the Commission concerning those contracts and other business executed with DBs with respect to the records referred to in subsection (e)2. above in such form and manner as prescribed by the Commission. At a minimum, the Reports shall contain the following:

3.a The number of Contracts with DBs noting the type of services provided, including the execution date of each contract.

3.b The amounts paid to each DB during the month, the dates of payment, and the overall amounts paid to date. If no payments are made to a DB during the month, enter a zero ($0) payment.

3.c Upon request and upon completion of individual DB firm's work, submit paid invoices or a certification attesting to the actual amount paid. In the event the actual amount paid is less than the award amount, a complete explanation of difference is required.

4. **Subconsultant Contracts**

4.a. Subcontracts with DB firms will not contain provisions waiving legal rights or remedies provided by laws or regulations of the Federal Government or the Commonwealth of Pennsylvania or the Commission through contract provisions or regulations.

4.b. Prime consultant will not impose provisions on DB subconsultants that are more onerous or restrictive than the terms of the prime's contract with non-DBs.

4.c. Executed copies of subcontracts/purchase orders are to be received by the Commission before the commencement of work by the DB.

5. **Payments to DB Subconsultants.** Payments to DBs are to be made in accordance with the prompt payment requirements of Chapter 39, Subchapter D of the Procurement Code, 62 Pa.C.S. §3931 et seq. Performance of services by a DB subcon sultant in accordance with the terms of the contract entitles the subconsultant to payment.

(e) Actions to be Taken by Commission After Performance of Services. Following completion of the Consultant's services, the Director of the Commission's Office of Diversity and Inclusion or his/her designee will review the overall DB participation to assess the Consultant's compliance with Section 303 and this contract. Appropriate sanctions may be imposed under 62 Pa.C.S. § 531 (relating to debarment or suspension) for a Consultant's failure to comply with Section 303 and the requirements of the contract.

Pennsylvania Turnpike Commission
Marketing/Public Relations Services for Cashless Tolling
RFP#19-10420-8397

Position/Title	Billable Rate
(Day to Day Account Lead)	

Pennsylvania Turnpike Commission
Marketing/Public Relations Services for Cashless Tolling
RFP#19-10420-8397
Scenario Cost Sheet

Brief Description of Work	Hours	Position/Title	Billable Rate