STATE OF TENNESSEE
ENVIRONMENT & CONSERVATION

REQUEST FOR PROPOSALS # 32701-04723 AMENDMENT # 2 FOR SERVICES FOR TENNESSEE STATE PARKS WEBSITE AND MOBILE APPLICATION REDEVELOPMENT

DATE: 12/12/2023

RFP # 32701-04723 IS AMENDED AS FOLLOWS:

1. **This RFP Schedule of Events updates and confirms scheduled RFP dates.** <mark>Any event, time, or date containing revised or new text is highlighted.</mark>

EVENT	TIME (central time zone)	DATE
1. RFP Issued		October 2, 2023
2. Disability Accommodation Request Deadline	2:00 p.m.	October 5, 2023
3. Pre-response Conference	10:00 a.m.	October 6, 2023
4. Notice of Intent to Respond Deadline	2:00 p.m.	October 13, 2023
5. Written "Questions & Comments" Deadline	2:00 p.m.	October 23, 2023
6. State Response to Written "Questions & Comments"		December 12, 2023
7. Response Deadline	2:00 p.m.	January 17, 2024
8. State Schedules Respondent Oral Presentation		February 7, 2024
9. Respondent Oral Presentation		February 15-16, 2024
10. State Completion of Technical Response Evaluations		February 21, 2024
11. State Opening & Scoring of Cost Proposals	2:00 p.m.	February 22, 2024
12. Negotiations	2:00 p.m.	February 27, 2024
13. State Notice of Intent to Award Released and RFP Files Opened for Public Inspection	2:00 p.m.	February 29, 2024
14. End of Open File Period		March 7, 2024
15. State sends contract to Contractor for signature		March 8, 2024
16. Contractor Signature Deadline	2:00 p.m.	March 12, 2024

17. Performance Bond Deadline		4:30 p.m.	March 19, 2024

2. State responses to questions and comments in the table below amend and clarify this RFP.

Any restatement of RFP text in the Question/Comment column shall <u>NOT</u> be construed as a change in the actual wording of the RFP document.

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		1. What are the primary business drivers for issuing this RFP?	The current business drivers of TNStateParks.com include: • Drive overnight bookings at Tennessee State Parks • Develop brand awareness about Tennessee State Parks • Educate about key assets and attractions • Drive event/program attendance and revenue • Drive group sale revenue, golf visitation, online gift shop revenue, restaurant visitation, TN Conservationist magazine subscribers • Foster opportunities for giving back (volunteering and donating) • Provide information about activities and adventures one might enjoy in the parks • Ensure visitors have safe, responsible recreation experiences
		2. Can we please have details regarding the IT/System landscape at the State of Tennessee, that would be relevant to this project?	Tnstateparks.com has both a production (prod) and a non-production (uat) website hosted in AWS. The front end is on Windows server 2019, utilizing php 7 though IIS to run the site which is currently on Expression Engine 6.4. The back ends are in MariaDB RDS instances. So, 2 servers and 2 RDS instances. The web traffic goes through a standard ALB with WAF integration and SSL hosting. Prod is public-facing and is Geo-blocked to enterprise standards (some of the worlds IP ranges are blocked). Internal is 'state network only' so staff get on VPN to access. Snapshots are taken nightly.

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		3. Can you please share the current support team structure for IT support at the State of Tennessee?	RDS maintenance angle. Business does all the actual changes/work to the site though the admin portal. WAF as well as standard enterprise weekly security scans is handled via the STS Security team whom business has worked with directly and also through TDEC Operations as middlemen as needed. OS and core enterprise software patching is handled by the STS Windows OS group on the standard patch cycles. Actual AWS top level EC2 and RDS maintenance are handled by the state's Cloud Foundation Team (CFT) and RDS service providers.
		4. Can the State of Tennessee provide the availability of the resources from their team that will be allocated for this project?	The Division of Marketing, Revenue, and Guest Experience for Tennessee State Parks within the Tennessee Department of Environment and Conservation will be the main points of contact for this project. The Digital Marketing team consists of three team members currently – Digital Marketing Director, Senior Digital Marketing Brand Manager, and Digital Marketing Operations Manager.
		5. Please share details regarding customizations and interfaces	The State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		6. Are systems currently hosted on-premise or on Cloud?	Yes, the systems are currently hosted on the Cloud.
		7. Is the State of Tennessee good with remote work?	Yes, the State of Tennessee is open to remote work. For specific in-person meeting requirements, please refer to section A.4.b. Additionally, sections

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			A.10.l, A.10.m, and A.10.n provide further details availability for support.
		8. Is the State of Tennessee good with offshore resources providing support?	Yes, the State of Tennessee is open to offshore resources providing support. For specific in-person meeting requirements, please refer to section A.4.b. Additionally, sections A.10.l, A.10.m, and A.10.n provide further details availability for support.
		9. Is this a new RFP or are there any incumbents?	This is a new RFP.
		10. If there are incumbents, can we have the names and if possible, a copy of their past contract with the State of Tennessee?	There are not any incumbents as this is a new procurement.
		11. Do you need a complete resume or a summary only?	The resumes must detail the individual's title, education, current position with the Respondent, and employment history as stated in RFP Section B.13.
		12. Is there a budget limit for this project?	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project.
		13. Any major projects planned in coming years that vendors should be aware of?	Tennessee State Parks are in a phase of expansion. Four new areas have been funded to become state parks and are in the process of development. The Lodges at Tennessee State Parks have been in the process of upgrading. Four of the six have been rebuilt or remodeled. The final two have been funded to be rebuilt in the coming years. Tennessee State Parks has identified an initiative called Access 2030 with the goal of making significant

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			improvements in many areas of accessibility by 2030.
		14. Are you looking for any 3rd party software or tool apart from those mentioned in the RFP in the future? If yes, please provide a list of tools/softwares for the same.	The State and the Contractor will collaborate to identify any necessary 3rd party software to achieve business goals. There are several 3rd party options the State might consider exploring to enhance functionality and user experience: **Interactive Map Tools**: Beyond ArcGIS/ESRI, the State desires new tools to create interactive maps, showing park locations, trails, and amenities. State currently uses Mapbox for mobile app tiles we would like to move toward a solution to embed ArcGIS/ERSI products. **Instant Support:** The State is considering an AI chatbot that can offer real-time responses to common queries. **Mobile App Alerts:** Incorporating latest alert features can significantly enhance the user experience by providing timely and relevant information (location-based alerts, customizable alerts, event notifications, real-time weather and safety alerts, new sites/lodging open due to cancellations).
		15. Are you looking for multi-language support?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		16. What third party integrations are required? (are there any we can suggest replacing/removing?)	Yes, the State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and

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			Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase. The State is open to vendor recommendations however some integrations (reservation sites, Shopify, etc.) are mandatory.
		17. Is there an existing subdomain strategy? If so, will it be provided prior kick-off?	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com. Future subdomains have not been identified and the State and Contractor to define in the user experience phase.
		18. How many concepts should be / can be in the proposal? We understand that 3 are required for the design phase. We are unclear if these are also needed in the concept phase.	In the proposal, there is no specific number of concept required.
		19. What is the specific level of accessibility the website and app needs to hit?	Website and Mobile app should be in compliance with American with Disabilities Act and follow WCAG 2.1 AA compliance levels. The vendor should provide best practices, guidance, and recommendations regarding meeting these accessibility standards ensures that the website and app are usable and inclusive for all users, regardless of their abilities or disabilities.
		20. What is the total project budget range? Is there a media budget for promotion?	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project.

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			No media budget necessary in scope.
		21. Are there any specific platforms or tactics that are required for marketing the website and app?	The State is open to vendor recommendations.
		22. Is the marketing plan for the website and app for promoting the launch, a year-long marketing plan, or both?	This is yet to be determined.
		23. What are the TN state Parks marketing and business goals?	The marketing and business goals align with the stated current purposes of TNStateParks.com: • Drive overnight bookings at Tennessee State Parks • Develop brand awareness about Tennessee State Parks • Educate about key assets and attractions • Drive event/program attendance and revenue • Drive group sale revenue, golf visitation, online gift shop revenue, restaurant visitation, TN Conservationist magazine subscribers • Foster opportunities for giving back (volunteering and donating) • Provide information about activities and adventures one might enjoy in the parks • Ensure visitors have safe, responsible recreation experience • Other strategic goals can be found here.
		24. Is implementing consistent navigation across subdomains a requirement?	Navigation across subdomains can vary.
		25. Are there any restrictions over the agency using 3rd party support (testers, dev, etc.)?	All servers, databases, storage locations, backup sites and people resources must be in the of the United States. People resources would be required to have Active Directory accounts set up, and VPNs set up, to access servers (or the uat site at all) – if they needed anything beyond access to the admin panel of prod,

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			which is controlled by business. Their own in-house testers, as mentioned, need to be on the state network to reach UAT. They may be required to provide a form of identification such as a Driver's License. Contractors are responsible for background checks on employees.
		26. Is the app expected to contain functionality present on existing subdomains(reserve.tnstateparks.com shop.tnstateparks.com)?	Is not a requirement for the app to contain functionality present on existing subdomains like reserve.tnstateparks.com and shop.tnstateparks.com.
		27. Is the app expected to have feature parity with the website?	No, the app is not expected to have feature parity with the website. The app and website may serve different purposes or prioritize different functionalities based on user needs and the specific context of use. The focus might be on optimizing the user experience for each platform, taking advantage of the unique capabilities of mobile apps and website. The decision on the features will be based on the strategic goals and the best way to serve the target audience on each platform.
		28. Must the app keep all the functionality of the website, or is there an opportunity to test/research for the app as a complement to the full TN ecosystem?	The State is open to vendor recommendations.
		29. Are there any app specific features that will be a requirement?	App should be written in Ionic or Flutter.
		30. Can you provide the existing Tennessee State Park brand style guide?	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIVQcJAII/jmEFhfQ5giM6pK6imRvScw/view
		31. Can you provide a list of localizations that will be required? Who is responsible for translating content?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early

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			2024 utilizing [137 languages](#). Contractor will work with the State to determine if this is the best solution moving forward long-term.
		32. Can you confirm that no additional branding is a requirement of this project (logos, etc.)?	Please refer to contract section A.4.f. A website brand style guide will need to be developed based on existing established brand.
		33. We would like to know whether a performance bond is applicable to this bid and, if so, when it should be provided—either at the time of submission or after the contract has been awarded.	Yes, both a payment bond and a performance bond are required as part of this contract, per Section E.13 & E14.
		34. What are the primary pain points you are looking to address?	The current site does was primarily developed as an information hub about our parks, lacking an intentional focus around our revenue generation goals and [strategic goals](#). Navigation difficulties, users find it hard to locate information. Content has not been regularly refreshed or maintained overtime with ongoing park updates. Website has minimal features to integrate third-party reservation platforms.
		35. Have you performed any user research/interviews to better understand their needs?	No formal user research has been done. We anticipate focus groups being part of the discovery phase.
		36. What are the primary revenue streams you would like to focus on?	The primary revenue streams are: • Overnight bookings at Tennessee State Parks – lodges, campgrounds, cabins, and group camp/group lodges (group and transient) • Golf Courses • Restaurants • Events, programs, activities • Merchandise • Donations

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		37. How many users are active on the current mobile application and website?	Mobile app: 108K lifetime downloads Website: From July 1, 2022 to July 1, 2023 website had 4,480,038 users.
		38. Does your current website use a CMS? If so, which one. Are you open to alternatives?	The current CMS is Expression Engine. The State is open to alternatives.
		39. Are your current mobile applications written in platform native or cross platform technologies?	TN State Parks is written in Ionic, which is a cross-platform technology and will write for both Android and iOS devices.
		40. What is your preferred technology platform for the backend and API services? Java, .Net, …	*Respondent, please provide your recommendation.*
		41. What is your preferred platform for the web application? React, Angular, Vue, Svelte…	*Respondent, please provide your recommendation.*
		42. Are you looking to create native or cross - platform mobile applications?	Respondent, please provide your recommendation.
		43. What integrations will be required?	The State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		44. Are you using a CRM to capture web leads?If so, which one?	No CRM system is in place currently. Our current approach involves gathering data through our reservation system, and we utilize this

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			information for retargeting purposes via email.
		45. Can you describe the challenges that you are facing and the vision for the new website and apps, what are the business goals and KPI's to be measured?	The current site does was primarily developed as an information hub about our parks, lacking an intentional focus around our revenue generation goals and strategic goals.
			Navigation difficulties, users find it hard to locate information.
			Content has not been regularly refreshed or maintained overtime with ongoing park updates. Website has minimal features to integrate third-party reservation platforms.
			The marketing and business goals align with the stated current purposes of TNStateParks.com:
			• Drive overnight bookings at Tennessee State Parks
			• Develop brand awareness about Tennessee State Parks
			• Educate about key assets and attractions
			• Drive event/program attendance and revenue
			Drive group sale revenue, golf visitation, gift shop revenue, restaurant visitation, TN Conservationist magazine subscribers
			• Foster opportunities for giving back (volunteering and donating)
			• Provide information about activities and adventures one might enjoy in the parks
			• Ensure visitors have safe, responsible recreation experiences
		46. Can the State define the maximum liability for the contract?	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period,

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			encompassing the entire scope of building, ongoing development, and maintenance of the project.
		47. Are Respondents allowed to negotiate terms and conditions of the Pro Forma contract prior to the Contractor signature deadline? Per Section 5.3.5, the State may entertain certain negotiation to terms and conditions however, item 3 of Attachment 6.2 indicates Respondents accept and agree to all terms and conditions of the Pro Forma contract and item A.1. of Attachment 6.2 mandates that the Statement of Certifications and Assurances must be signed without exception or qualification.	No, respondents are not allowed to negotiate the terms and conditions of the Pro Forma contract prior to the Contractor signature deadline.
		48. The state references Customization services under Pro Forma Contract Scope of Services A.11., with a multiplier of 500. We believe section A11 refers to data ownership and the multiplier may be a typo. Can the state validate that section is correct as stated, or in fact a typo?	Yes, this is incorrect and should be A.12.
		49. Timeline indicated only one week after State responds to vendor questions to have responses submitted. Can this be extended a minimum of 3 weeks to allow vendors to incorporate the response to questions in their proposal?	Amendment 1 to the RFP updated the schedule of events. The new response deadline is January 17, 2024.
		50. Are you open to an initial assessment phase before determining roadmap, pricing and subsequent development and support phases?	The cost proposal is a required component of the submission, as outlined in section C.3.b., which details the payment methodology.
		51. What are the technologies used in the current website, software versions, and where is it hosted? Can you share AS IS technical Architecture with us?	See response to question #2.
		52. Apart from specified internal and 3rd party systems i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, Shopify, and Google Analytics, is there any other integration required? If yes, please specify. Of these systems, is their	Yes, the State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define

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		functional changes or just visual re-skinning?	technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		53. Please validate the level of support expected form the vendor. It is assumed that L1 support is provided by Client / 3rd party and only L2 / L3 support will be provided by Accenture. Please confirm.	The contractor will not have a direct role in handling customer interactions and inquires.
		54. Are there any constraints on the proposed cloud hosting environment?	If on the state's provided cloud, then AWS and Azure are our preferences in that order. If respondent is requesting to host the environment in their or another third-party cloud it will require a security review and an understanding of what the ingress and egress traffic cost will be.
		55. For the mobile app, are you looking for Native iOS and Android App or hybrid app? Is it only mobile app or are Tablets also in scope?	The State is open to recommendations from vendors.
		56. What team manages content creation and publication? What are their challenges? How many fill this role and is it expected to expand with the new website? Is the intent to have vendor take over these responsibilities?	The content creation is managed by the Division of Marketing, Revenue, and Guest Experience for Tennessee State Parks within the Tennessee Department of Environment and Conservation. The greatest challenge is that we have no developers on staff. Additionally, we have a small digital marketing team with a large amount of responsibility outside of just the website work. The Digital Marketing team consists of three team members currently – Digital Marketing Director, Senior Digital Marketing Brand Manager, and Digital Marketing Operations Manager. There is one vacant position that is currently being filled.

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			The intent is to have the vendor take over the ongoing content and technical maintenance.
		57. What is the approximate volume of total content and page templates on existing site? What is the estimated volume of content and templates to be added or updated in a year? How many active users and number of concurrent users projected?	See link to Sitemap: https://tnstateparks.com/sitemap/sitemap Website currently has around 30 template types. There are currently around 50 internal user with access to website. Further discussions with the Contractor and State will be needed to accurately determine the number of active and concurrent users projected for the system to align with goals and system capabilities.
		58. Content personalization has been identified. Is there current personalization in the current website? What are the approximate number of personas to be targeted (e.g., Citizens, Administrators, Park Service employees). What is the current authentication application that the agency uses that would allow for personalization?	The State currently has no personalization capabilities on the website. We are looking to the Contractor to provide recommendations on implementing personalization features. This includes suggestions on how to effectively target different user personas. The Contractor and State to define no more than 10 Key Audiences in the business requirements phase.
		59. Are there any international requirements in scope? Are multilingual capabilities in scope? If so, how many languages and please share the list. Will vendor be responsible for writing content for all the languages?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		60. Is Email Marketing in scope for this initiative? Only integration is in scope. Please confirm.	Email marketing content is not currently in scope.
		61. Will mobile app and website have same features, or would there be different features in mobile app and web portal? Is Crashlytics for mobile apps in scope? Are there any offline features requirements for mobile app? If yes, please specify.	See response #27. The State would expect the app to work in online and offline mode due to service limitations in some Tennessee State Parks.

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		62. Does your application require background data processing for upload/download?	Yes, the app attempts to update its locally stored data in the background.
		63. What kind of marketing support is required after the new website is launched?	Please refer to section A.4. of the contract.
		64. For the new Mobile Application, does the Sate already have additional functional requirements beyond what's in the existing app or will these be determined by the discovery phase with stakeholders?	These will be determined by the discovery phase.
		65. How many authenticated/internal users are currently logging into the website per month? How many do you expect in the future?	There are currently around 50 internal user with access to website. Further discussions with the Contractor and State will be needed to accurately determine the number of active and concurrent users projected for the system to align with goals and system capabilities.
		66. How many non-authenticated/external users are currently using the website per month? How many do you expect in the future?	See response to #65.
		67. How many page views on the website do you currently get per month?	In September 2023, the site had 645,288 sessions, 3.83 pages per session, and 3:45 average session duration.
		68. Is there a link to the recording of the Pre-response conference that can be shared?	No, the pre response conference was not recorded.
		69. What are the Systems Requirement and Integration Phases in Business Requirement Phase from Section A.6?	Please refer to section A.4. of the contract.
		70. Have you transitioned from Google GA Universal to GA4?	Yes, the transition from Google Analytics Universal to GA4 has been completed.

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		71. How do you handle UTM tagging currently?	The State currently uses Bitly and Emma for UTM tagging.
		72. Is there currently an internal team that leads SEO/SEM or an agency?	This is currently handled by the internal team in a limited capacity.
		73. Can you provide more information as to why pages have been set up as 403 pages that are considered "restricted"?	More specific information about the context about this question is needed to provide an explanation.
		74. Is there currently budget dedicated for paid search?	Yes, there is a limited budget dedicated for paid search outside of this contract.
		75. What third-party integrations are currently used and what purpose do they serve? Example: CRM, SSO, CDN, Form Data Capture, Payment Gateways, etc.	See response #16.
		76. Can you share more information regarding the translation management system needed? How many languages? All site pages?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		77. You mention the cross-connection of reserve.tnstateparks.com and shop.tnstateparks.com, are these sites included in the redesign or will we be using existing architecture?	Existing subdomains are not within the scope from a development perspective. New subdomains will be included in the scope.
		78. Who is owning the content creation. The vendor or TN?	The State would see this as a collaborative process of transferring existing content and creation of new content.
		79. Is there any information available on the sub domain platforms? Are these included within the scope of the overhaul from a development perspective?	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com. Future subdomain have not been identified and should be defined in the user experience phase. Existing subdomains are not within the scope from a development perspective.

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		80. Is there a scope for the ongoing services aside from what is outlined in the RFP?	No, please refer to A.4. of the contract.
		81. Is there a current brand Agency of Record?	No.
		82. Is there a preferred CMS platform to be utilized? Are licensing costs part of the response.	The current CMS is Expression Engine. The State is open to alternatives. Yes, licensing costs should be included.
		83. From the hosting side is there a certain level of disaster recovery expectations or other advanced features outside of uptime.	Please refer to A.4.u of the contract.
		84. Is there a not to exceed budget that can be shared with vendors?	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project
		85. The RFP mentions a cyber liability requirement of $10 million. The RFP also states that Tennessee wishes for small businesses to bid on the project, but the insurance requirements exceeds what most small business can provide. Is there a chance that the state will accept a change to this requirement?	No, the cyber liability amounts are the standard cyber liability insurance requirements for the State of Tennessee.
		86. Can offshore resources holders be leveraged as part of the delivery team?	See response #8.
		87. Can offshore resources be leveraged as part of the maintenance and technical support team?	See response #8.
		88. Are there any platform or technology prefences for the solution based on other implementations in the state?	No, state open to recommendations from Contractors.
		89. What languages are in scope for content translation ? Is translation done manually or do you have a translation service currently and if yes please provide the translation service name?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to

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			determine if this is the best solution moving forward long-term.
		90. Will you continue using your current web CMS or do you want the responses to include a new one?	The current CMS is Expression Engine. The State is open to alternatives.
		91. Do you plan to continue using Google Analytics or are you open to other digital analytic suites?	The State currently utilizes Google Analytics but is open to alternative digital analytics suites recommendations.
		92. Is implementation of martech (orchestration, audience segmentation & targeting, etc) in scope for this work?	Yes, the State currently has no personalization and audience segmentation capabilities. We are looking to the Contractor to provide recommendations on implementing.
		93. Do you plan for your new brand identity to be unique from tn.gov or are you looking for consistency? Do you want the parks and rec brand to ladder up to statewide standards?	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIVQcJAII/jmEFhfQ5giM6pK6imRvScw/view The State is open to recommendations from vendors to evolve brand guidelines and does not need to be tied to tn.gov brand guidelines. Please refer to contract section A.4.f. A website brand style guide will need to be developed based on existing established brand.
		94. What products are you currently using for data management and user profiling?	Our current approach involves gathering data through our reservation system, and we utilize this information for retargeting purposes via email.

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		95. Are the integration listed in the RFP the only ones required? (.e., reservation systems,GIS capabilities, mobile applications, email marketing, social media, Shopify, and Google Analytics)	The State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		96. What is the status of the documentation of the existing integrations?	See response #5.
		97. Are there any other capabilities that will need to be explored or implemented (e.g. enhanced reservations, payments, etc.)?	Reservations and payments are not within the scope of this contract. Therefore, there's no requirement to explore or implement capabilities related to enhanced reservations or payment systems under the current contract terms. Any additional capabilities outside of these areas will be determined based on the project's objectives and requirements.
		98. Do any customer notifications need to be re-designed as part of this effort (reservation confirmations, email marketing templates, etc.)?	No email marketing is not within scope of this contract.
		99. Are there any other sites apart from http://tnstateparks.com/, https://reserve.tnstateparks.com and https://shop.tnstateparks.com/ in scope ?	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com. Future subdomains have not been identified and the State and Contractor to define in the user experience phase.
		100. What API platform are you currently using e.g. AWS, Azure etc ? Is API implemented as microservices, domain driven ? Is there any programing language preference to build/modify the APIs?	There is not a standard API management tool at this time. We are not using microservices but if that make sense we can review.
		101. Will performance, load & accessibility testing be done by your team	This should be performed by the Contractor.

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		or else need to be performed by the contractor?	
		102. In regard to leveraging offshore resources, assuming they are permissible are there any restricted regions?	See response #8.
		103. Is content migration in-scope for this work? If so, please elaborate.	Yes, content migration should be in-scope and completed by the Contractor.
		104. Please provide the average monthly page views that your in-scope site receives	In September 2023, the site had 645,288 sessions, 3.83 pages per session, and 3:45 average session duration.
		105. We understand a hybrid resource model (mix of US based and offshore resources) to deliver the project where the primary project management and communication will be led by US based resources and offshore team would provide required development support on as-need basis is acceptable by the State. Please confirm?	See response #8.
		106. We assume there is no onsite requirement for the key staff to be available for this project. Please confirm?	For specific in-person meeting requirements, please refer to section A.4.b. Additionally, sections A.10.l, A.10.m, and A.10.n provide further details availability for support.
		107. Is there a specific event driving the launch date for new Website and the Mobile app?	No.
		108. As per the RFP Website & mobile app maintenance expectations are not mentioned clearly. Please share what all activities, you are looking for in new website maintenance & mobile app. Please clarify.	Please refer to response #3. Tasks for the specific maintenance of website and mobile app generally include regular updates (plug-in updates, software updates, etc.), performance monitoring to ensure fast load times, technical troubleshooting (bug fixes or fix issues encountered by users or internal staff), compliance

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			checks to ensure meet accessibility and legal standards. Contractor to provide recommendations.

		109. What is the budget for the ongoing maintenance of the website & the mobile app? Please clarify.
		    a. What are the user activities performed under the current maintenance plan?
		    b. How many ticket requests are handled monthly?
			Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project.
			
			Currently digital marketing team covers around 20-25 website change requests a month.

		110. Are you seeking a separate costing proposal for ongoing support?	Respondent must complete the cost proposal in RFP which includes line items for ongoing support.
		111. For how long the Post implementation support is required after Go Live. Please confirm.	Please see cost proposal. Up to 48 months.
		112. Does the State expect vendors to provide L2 & L3 support only? We assume that L1 support would be handled by the State itself. Please clarify.	The contractor will not have a direct role in handling customer interactions and inquires.
		113. We assume that current ongoing support is being taken care of by the State Itself. Please confirm?	Yes, primarily managed by the state with some ad-hoc contractor support.
		114. As per the RFP attachment 6.2, section A "Mandatory Requirement Items", it is stated that "Provide two current positive credit references from vendors with which the Respondent has done business written in the form of standard business letters, signed, and dated within the past three (3) months." Would request the state to provide relaxation on "Past three (3) months". Instead make it within past year or within 6 months. Please consider.	No, the Mandatory Requirements will remain as written.

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		115. As per the RFP attachment 6.2, section B, pointer b.13, it is stated that "Provide a personnel roster listing the names of key people who the Respondent will assign to meet the Respondent's requirements under this RFP along with the estimated number of hours that each individual will devote to that performance. Follow the personnel roster with a resume for each of the people listed. The resumes must detail the individual's title, education, current position with the Respondent, and employment history." Would request the state to levy this condition or provide an alternative. a. If yes, can the vendor provide the number of months as an alternate. Please confirm.	Yes, that will be acceptable.
		116. As per the RFP Section "COST PROPOSAL & SCORING GUIDE", would request the state to let vendors add any sub-items under the section "Cost Item Description", if needed. Please consider.	No. The Cost Proposal must be submitted on the exact document that was provided in the RFP.
		117. As per the RFP we understand that the State wants vendor to help in writing the new content please specify how much help are you expecting from your chosen partner?	Yes, the State will rely heavily on the Contractor for content development, with the expectation of significant assistance in this area. We anticipate a collaborative approach where the Contractor will take the lead in crafting new content, while the State will provide input, guidance, and support to ensure the content aligns with our objectives and messaging and supply key information about our parks.
		118. Do you need a content strategy, copywriting, or copy-editing services?	Yes, the State will rely heavily on the Contractor for content strategy and development, with the expectation of significant assistance in this area. We anticipate a collaborative approach where the Contractor will take the lead in crafting new content, while the State will provide input, guidance, and support to ensure the content aligns with our objectives and messaging and supply key information about our parks.

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		119. Will the State provide the content or does new content need to be written? please confirm	See response #117.
		120. The new content will be translated using Google translate or do you need dedicated multilingual content in different languages? Please clarify.	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		121. The RFP document does not state any budget for the proposed project. Has the State established any budget for the same? If yes, please share the budget or budget range that the State would expect the proposal to be in the range. a. If you are unable to state the budget, can you kindly confirm if the budget is in the range of $200,000 - $300,000 or $400,000 to 600,000. Etc. Please clarify.	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project.
		122. We would request 1-week (one week) extension for the proposal submission as the question response is expected to be received by November 13, 2023, So the vendor gets appropriate time to draft the proposal in detail based upon the clarifications received after QnA responses. Please consider.	Date have been adjusted.
		123. Will the State website and Mobile app be compliant with ADA accessibility standards? If so, could you please provide information about the specific accessibility features that are being implemented?	Website and Mobile app should be in compliance with American with Disabilities Act and follow WCAG 2.1 AA compliance levels. The vendor should provide best practices, guidance, and recommendations regarding meeting these accessibility standards ensures that the website and app are usable and inclusive for all users, regardless of their abilities or disabilities. The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024. Contractor will work with the State to determine if this is the best solution moving forward long-term.

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		124. Is TNStateParks.com built on any Content Management System (CMS) such as WordPress or Drupal? a. If yes, then please share the CMS details. b. Does the state want to stay with open-source CMS or proprietary CMS? Please clarify.	Yes. The current CMS is Expression Engine. The State is open to alternatives.
		125. If migration is required to the new website how much support does the State is expecting from the vendor. Please clarify.	Yes, the Contractor will be expected to handle the full migration to the new website.
		126. What is state's technical stack preference for the redevelopment of Mobile. a. Native or Cross platform App? Please clarify i. If cross-platform, would Flutter meet the state needs of its desired mobile app? Please clarify.	The State is open to recommendations by the Contractor.
		127. Will the State internal web & mobile app team handle the maintenance of the State existing website and mobile app until decommissioning, or does the State expect the vendor to handle all the maintenance aspects of the old website & mobile app until the new website & mobile app is live?	The State will handle the maintenance of the existing website and mobile app until decommissioning.
		128. Is the incumbent agency bidding on this RFP? Can you please confirm? a. If yes, can the State share the name of the incumbent agency?	The State will not know who submits a response until the response deadline. The State built, owns and manages the current website, so there is no incumbent vendor.
		129. We assume there are no associated subdomains for website for which you require redesigning & redevelopment services. Please clarify.	Existing subdomains are not within the scope from a development perspective. New subdomains will be included in the scope.
		130. We request the State to share details about all the stakeholders and the target audience for the same TNStateParks.com.	The State and the Contractor will work to define Stakeholder in the Systems and integration requirement phase (see A.4.a) and Key Audiences in the Business Requirements Phase (see A.4.b).

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		131. Could the state provide details on the current state of the website's archive, including its total size, how it is stored and managed, the percentage of static/non-changing content, the age range of documents, the accessibility of the content, and the estimated percentage of web pages and files that will be migrated to the new site?	The state has not performed an audit of content at this time. The detailed assessment of the current state of the website's archive will be completed by the Contractor during the Content Audit and Content Definition phase of the project. Total storage size is estimated at under 15GB and includes pds/images that link to from within the site.
		132. Please share the data migration and content creation requirements for the new website, including the amount and type of data to be migrated.	The state has not undergone data assessment at this time. These specific details, including the amount and type of data to be migrated, will be determined and finalized in collaboration with the Contractor and the development of a plan to migrate it to the new website, ensuring a smooth and efficient transition.
		133. As per the RFP we understand that there are no expectations for in person training, such as video tutorials or remote training sessions. Please clarify? a. For how many users should we consider the training to be provided? b. Do you prefer onsite training or virtual training? Should vendors include anticipated travel costs in our budgets?	The contractor should provide recommendations regarding the training format. While remote trainings are a viable option, we are open to the contractor's suggestion for onsite training as well. If onsite training is recommended, vendors should include anticipated travel costs in their budgets. The decision on the training method will be made based on the effectiveness, feasibility, and overall impact on the project's goals.
		134. Does the vendor need to include any licenses cost in the proposal? Please confirm?	Yes, licensing costs should be included.
		135. As per the RFP section A.14. Warranty (Pg. No. 12) should the vendor include the warranty cost within in the cost proposal or the state wants a separate cost for the warranty period. Please clarify?	The Respondent's costs for warranty would need to be taken into consideration when submitting their response to the cost proposal using the cost structure provided. There is not a separate cost line item for warranty.

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		136. As per the RFP section E. 14 Payment Bond "The Contractor shall provide to the State a payment bond guaranteeing that the Contractor's subcontractors, laborers, and material suppliers will be paid for performance under this Contract with the additional obligation that such contractor shall promptly make payment of all taxes, licenses, assessments, contributions, penalties, and interest." a. Is it mandatory requirement? if the vendor fails to provide the Payment bond during the RFP Submission, does it lead to disqualification, please confirm? b. Is this requitement applicable during the proposal submission process or the payment bond is only applicable, if the contract is won by the vendor and prior to execution of the contract. Please clarify.	Yes, the payment bond is a mandatory requirement of the contract award. The payment bond is not required until after an award has been made.
		137. As per the RFP section " E.13. Performance Bond. The Contractor shall provide to the State a performance bond guaranteeing full and faithful performance of all undertakings and obligations under this Contract, specifically faithful performance of the work in accordance with the plans, specifications, and contract documents. The performance bond shall be in an amount equal to one hundred percent (100%) of the Maximum Liability, Written Dollar Amount ($Number)." a. Is it mandatory requirement? if the vendor fails to provide the Payment bond during the RFP Submission, does it lead to disqualification, please confirm?	The performance bond is required once a contract award has been made.
		138. What were the specific pain points or reasons that prompted the client to seek the redesign services? Please clarify and explain.	See response #34.
		139. Will there be any meetings or brainstorming sessions can be done virtually? Or whether the vendor needs to be on-site for the meetings? Please clarify.	See response #106.
		140. Please share more insights about your approval process. Are decisions made by a single person or a small group/task force? Do recommendations	The Digital Marketing Director and Director of Marketing, Revenue, and Guest Experience will serve as primary contacts. The number of

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		need to be presented to additional senior leaders/board members for approval? Please clarify.	contacts will vary by phase of the project. See Contract section A.3. for review/approval. Recommendations may need to be presented to senior leadership as requested by the State but not all deliverables.
		141.　Does the vendor need to provide services like UX research (User Interviews, Surveys and Questionnaires, etc.) to gather quantitative data from a larger user base to identify trends and preferences.?	State open to recommendation from Contractor.
		142.　Does the client have any existing style-guide to be applied, or will the application require a new Style-Guide? Please clarify.	See response #93.
		143.　Whenever Interaction support is needed for UXD process like surveys, persona creation, User Journey Mapping etc., will users' availability need any process to follow which may take extra days of waiting? Please clarify	The Contractor and State to define timing in the project management plan. See A.5. of contract.
		144.　Will state identify a single point of contact to coordinate target audience lists, survey instrument feedback, and final approvals? Please clarify.	See response #40.
		145.　Will the state be responsible for providing photography (and videography if/where applicable) or should this be considered as part of our proposal? Please clarify.	The Contractor should be equipped to acquire new photography and videography as part of the proposal to support the website content. The State will provide photography and videography that is currently owned and available for use to supplement the new content.
		146.　Does the current website have any dashboard report or analytic developed/integrated? If yes, how many reports do you have? Please list them down.	No dashboard or regular analytics reporting currently in place.
		147.　Are there any specific accessibility requirements that need to be addressed in the redesign phase? 　　a.　How can we ensure the forms/pages are inclusive to a diverse range of users? Please clarify.	Website and Mobile app should be in compliance with American with Disabilities Act. The vendor should provide best practices, guidance, and recommendations regarding meeting these accessibility standards ensures that the website and app are usable and

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			inclusive for all users, regardless of their abilities or disabilities.
		148. Do we need to provide ADA training or support to the state's internal team? Please clarify.	Website and Mobile app should be in compliance with American with Disabilities Act and follow WCAG 2.1 AA compliance levels. The vendor should provide best practices, guidance, and recommendations regarding meeting these accessibility standards ensures that the website and app are usable and inclusive for all users, regardless of their abilities or disabilities.
		149. Are there any specific technical limitations or constraints that we should consider during the design process?	No, there are no current technical limitations or constraints in the design stage at this time. The State and the contractor will collaborate to define these.
		150. Are there any plans for future updates or scalability that we should consider in the design phase? Please clarify.	See respond #13. Website should be scalable to future parks and initiatives.
		151. We are assuming that the state already have specific brand guidelines that the vendor should adhere to while designing the user interface. Please clarify.	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIVQcJAII/jmEFhfQ5giM6pK6imRvScw/view

The State is open to recommendations from vendors to evolve brand guidelines. |
| | | 152.   Do you have any examples of websites or designs that you like? What do you like about them? | At this time, the State has not performed comprehensive competitive research to list specific websites or designs. Therefore, we don't have examples of websites or designs to reference currently. |
| | | 153.   What are the project timelines and your expectations for the delivery of the redesigned UX/UI? | See RFP section A.3. The Contractor and the State to work to define this in the project management plan. |

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		154. Please share more about your approval process. Are decisions made by a single person or a small group/task force? Do recommendations need to be presented to additional senior leaders/board members for approval?	See Contract section A.3. for review/approval. Recommendations may need to be presented to senior leadership as requested by the State but not all deliverables.
		155. Does that state need different themes for any microsites/subsites/subdomains, or will they follow the main theme only? Please clarify.	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com. Future subdomains have not been identified and should be defined in the user experience phase. For any new subsites, a consistent theme will be necessary.
		156. Could the state provide more details about the approved site templates and site architecture? Are there any specific design or layout considerations that the content development plan should adhere to? Please clarify.	No, there are no specific templates, site architecture, or design layout requirements currently established by the State. The State and the contractor will collaborate to define these aspects, ensuring that the website's design, structure, and content align with the project's goals and user needs.
		157. What is the current status of the sitewide content, and can you specify the types and volume of content that need to be acquired and built? Are there any existing content pieces that require editing, or should we create entirely new content, including copy, animation, photography, and video production? Please clariy.	The State and the Contractor work to define the content in content audit and definition phase (See A.4.e of contract). See response #145 regarding photography/videography. See response #118 regarding copy.
		158. Regarding multilingual content and translation management, are there specific languages that need to be supported on the website and mobile app? Do you have any existing translation resources or preferences for translation services? Please clarify.	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		159. Can the state provide information on any existing tools or systems in place	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early

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		for managing translations or multilingual content, if applicable?	2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		160. Are there any compliance or regulatory requirements related to content accessibility and inclusivity that we should be aware of during the content development phase? Please confirm.	Website and Mobile app should be in compliance with American with Disabilities Act and follow WCAG 2.1 AA compliance levels. The vendor should provide best practices, guidance, and recommendations regarding meeting these accessibility standards ensures that the website and app are usable and inclusive for all users, regardless of their abilities or disabilities.
		161. Could you provide more details about the configuration and template creation requirements for the web-based CMS? a. Are there specific custom template logic and functionality requirements that need to be developed within the web-based CMS? Please clarify.	The State is open to recommendations from vendors. The State is open to exploring new CMS platforms.
		162. For custom software development and mobile application development, do you have specific features, platforms, or technologies in mind, or would the state want the vendor to propose recommendations based on project goals? Please clarify.	The State is open to recommendations from vendors.
		163. Does the state have any specific backend coding requirements or third-party integrations that we should be aware of? What are the SSL and hosting requirements for the project?	Hosting is in AWS and will use the AWS SSL Cert process. See response #16 regarding integrations.
		164. Does the state require multiple environments setup like Dev, Stage, QA and Production? a. If yes, please specify the environmental needs. b. If not, what is the environment for the website staging server and production server? Are there any specific technical considerations	See response to #2, #3, and #25.

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		or restrictions during content loading and testing on the production server?	
		165. Regarding accessibility features, could the state outline the identified goals and requirements for accessibility compliance that need to be incorporated into the website and mobile app?	Website and Mobile app should be in compliance with American with Disabilities Act and follow WCAG 2.1 AA compliance levels. The vendor should provide best practices, guidance, and recommendations regarding meeting these accessibility standards ensures that the website and app are usable and inclusive for all users, regardless of their abilities or disabilities.

The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024. Contractor will work with the State to determine if this is the best solution moving forward long-term. |
		166. Can the state provide the list of major browsers and devices for which cross-browser and cross-device compatibility testing is required, as defined in the systems and integration requirement phase?	No specific requirement is in place. Respondent, please provide your recommendation.
		167. How would you like user feedback and testing to be conducted to ensure the functionality of website features?	Respondent, please provide your recommendation.
		168. What specific site requirements and goals should be met before the website and mobile app are launched? Please clarify.	Please refer phases to complete Contract. See response #23 for business and marketing goals.
		169. Does the state have any specific criteria or methods for reviewing the site for technical or content errors during the quality assurance phase? Please clarify.	No, there is no specific process or criteria currently established by the State for reviewing the site for technical or content errors during the quality assurance phase. However, the State and the contractor will collaborate to define this process,

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			ensuring a comprehensive and effective quality assurance strategy for the website.
		170. Regarding system integrations, can you specify the internal and third-party systems that need to be integrated (e.g., reservation systems, GIS capabilities, mobile applications, email marketing, social media, Shopify, and Google Analytics)? Are there specific APIs or protocols to be used for these integrations? Please clarify.	Yes, the State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		171. What types of new website and mobile application features are expected to be implemented on an ongoing basis, and what is the frequency of these implementations?	At this time, the State does not have a specific response regarding the types of new features expected to be implemented on an ongoing basis for the website and mobile application, nor the frequency of these implementations. The State and the contractor will work together to define this aspect, ensuring that the development plan aligns with project objectives and user needs. This collaborative effort will help in determining the appropriate features and implementation schedule moving forward.
		172. Are there any specific guidelines for plug-in upgrades, CMS or other software upgrades, and security measures to be followed during maintenance? Please clarify.	Current or -1 versions of all components is what is expected. Vendor is responsible for compatibility of all subcomponents used in their solution as well as keeping the systems patched for security vulnerabilities. Reference the states Enterprise Information Security Policies.
		173. Can the state provide details on the technical troubleshooting requirements	If fully outsourced, then vendor should provide a ticketing system. If hosted in the state AWS environment, user should open a ticket with the vendor's

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		and how issues will be reported and resolved?	help desk. If the vendor triages that they cannot access the server in TN AWS environment they may open a ticket with the BG-Help_Desk.
		174. What is the state's current yearly expenditure for Content Management System (CMS), web hosting, and associated technical support?	The current annual expenditure is not applicable to this contract.
		175. Where is the State's website currently hosted? Can you describe the services provided on the current platform, including aspects such as backups, disaster recovery, security measures, monitoring, and 24x7 support?	See response #2 and #3.
		176. Could the state outline the specific maintenance tasks conducted as part of the existing support and maintenance contract?	Tasks for the specific maintenance of website and mobile app generally include regular updates (plug-in updates, software updates, etc.), performance monitoring to ensure fast load times, technical troubleshooting (bug fixes or fix issues encountered by users or internal staff), compliance checks to ensure meet accessibility and legal standards.
		177. Are there established policies for data retention in place? If yes, could the state share the specifics of these policies?	Yes, please see Section D.11 of the pro forma contract.
		178. Please provide insights into the State's deployment practices and guidelines, including the tools employed for the deployment process.	ADO is only currently used for .net applications. Everything with this website is manual.

TN State Parks mobile abb is building using the Ionic Framework. In order to distribute the app, the Ionic package is sent from the agency to us. We use a build common in Ionic to create the iOS and Android files. Then we use Xcode14 and Android Studios to sign the apps and distribute them to the Apple and Google stores for release.

We have other apps that use the Flutter Framework rather than Ionic. Flutter has become our standard |

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			framework for mobile apps, though we still build for Ionic apps as well. For a more in-depth explanation of our process, please refer to this document: https://docs.google.com/document/d/1iTkSdunYheJPTEHmJ63JZOqopImkAF0I/edit?usp=sharing&ouid=110827660086259272646&rtpof=true&sd=true
		179. What tools does the State rely on for website deployment? Please clarify.	For website, Expression Engine serves as our content management to allow non-technical staff to update the website easily. See response #178.
		180. Who within the State is responsible for overseeing and conducting deployment procedures? Please clarify.	Currently, Tennessee State Parks digital marketing team oversees and conducts the day-to-day website deployment via Expression Engine.
		181. Is the state leveraging any monitoring tools? If yes, kindly specify and list the names of the monitoring tool in use currently.	Yes, Tennessee State Parks currently uses Monsido to monitor site performance, SEO, accessibility compliance, and quality assurance. STS uses SiteScope to monitor up/down and reports results to OBM (Operations Bridge Manager).
		182. Can the State provide expectations about what the data encryption process will entail? For example, are the vendors expected to send website data over SSL only, or do they need to implement a data-at-rest and	Site redirects http to https at the ALB level. Data at rest in RDS is encrypted by default. Server level EBS is AWS encrypted at rest by default as well for all our servers. The business will define the sensitivity of the data.

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		data-in-transit encryption model? Please clarify	
		183. How are user logins currently managed on the website? Does the project encompass the integration of Single Sign-on (SSO)? i. Mobile App	For website, there is no external logins. For mobile, there is no login information. The data submitted for "account" users create is not collected. This was to prioritize the offline functionality and restrictions about collecting and managing data on behalf of the state.
		184. What are the pain areas in existing mobile App?	Mobile app was primarily developed as an information hub about our parks, lacking an intentional focus around our revenue generation goals and strategic goals. User complaints about data deleting if app is deleted (primarily earned digital passpost badges), inability to get push notifications/alerts, and inability to search for events and specific attractions like stroller-friendly trails across the state.

		185. Does the state want Website Pages to be mobile responsive or does the state want a Mobile App to be delivered? Or both? Please clarify.
		    i. For the Mobile App, what is the state's preference for the mobile app: Android & iOS) both? Please clarify.
		    ii. For the mobile app, what is the state's tech preference for redeveloping the mobile app?
		        1. Native App or Hybrid (Flutter or React Native) App? Please clarify.
			Both – mobile responsive website and mobile app.
			i. Both Android and iOS.
			ii. The State is open to vendor recommendations.

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		186. We understand that the following features are to be developed for the following requirements?	Please see answer to question 1. The State is unable to confirm comprehensive list of features needed to accomplish business goals.

S.No	Requirements	Feature to be developed
1	Drive overnight bookings at Tennessee State Parks	CRUD Functionality for Drive Overnight Bookings
2	Develop brand awareness about Tennessee State Parks	Dashboard or Information sharing screen
3	Educate about key assets and attractions	Information sharing screen
4	Drive event/program attendance and revenue	CRUD, Attendance Management in Event & Revenue Management event & Reports
5	Drive group sale revenue	Search Results / Reports
6	Foster opportunities for giving back (volunteering and donating)	Engagement Features
7	Provide information about activities and adventures one might enjoy in the parks	Info. Screen
8	Ensure visitors have safe, responsible recreation experiences	Web Screens to be developed

i. Please confirm whether our understanding is correct for the features to be developed for the proposed Mobile App. If additional features are required, please list down the expected features or modules.

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		187. What are the different types of Roles and Users required on the website & mobile app. Please clarify.	This will be defined in the business requirements phase and user experience phase.

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		188. Does the state want any support on OAuth or social login for this Mobile App?	Respondent, please provide your recommendation.
		189. What is your preference on the BE Technology stack (Language & Database to be used)?	Respondent, please provide your recommendation.
		190. How many User stories (Simple, Medium, Complex) are to be developed in Mobile App?	The number of user stories (simple, medium, complex) to be developed in a mobile app project cannot be determined without specific details regarding users that will be defined in the discovery phase. The State is open to recommendations from vendors.
		191. Is Admin Web Portal required for User Management, Authentication & authorization functionality for Mobile App or responsive Web Application ?	Yes, an Admin Web Portal will be required for internal user management, authentication and authorization.
		192. What Technology stack combination for Web Applications desires for example Angular or React for FE or Java/DOT Net for Back end? Please clarify.	TDEC historically has used Angular and dot net.
		193. What is Park Passport? Please explain.	Learn more here: https://tnstateparks.com/about/passport
		194. Does the state want any Payment Gateway integrated into the Mobile App? a. Is there any preference for payment gateway?	No, a payment gateway should not be integrated into the mobile app.
		195. Does the state want to redevelopment the full mobile app from scratch or re-using the existing app code? Please clarify.	The State is open to recommendations from vendors.
		196. Please provide the key devices (Tablet, iPad, Smart Phone) to be supported by Mobile App	Phone, iPad, Tablet on iOS and Android
		197. Are there expectations about whether the app will have to work in online and/or offline mode? Please clarify.	The State would expect the app to work in online and offline mode due to service limitations in some Tennessee State Parks.
		198. Will the State provide stock Images or videos (if/where applicable) or	The Contractor should be equipped to acquire new photography and

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		should this be considered as part of our proposal?	videography as part of the proposal to support the website content. The State will provide photography and videography that is currently owned and available for use to supplement the new content.
		199. Can the state provide analytics data that would enable us to gain deeper insights into the audience sector enabling us to develop a tailored engagement plan strategy? Please Consider a. We request the State to provide page engagement data to help us in conducting a more comprehensive audit of the website content and architecture?	Yes, the Contractor will receive access to analytics data once contract is initiated so that a comprehensive audit of the website content and architecture can be completed.
		200. We've noticed the state's social media channels feature impactful images and engaging, informative content. Would you be open to us sharing and potentially repurposing some of this content on our website as well. Please confirm?	Yes, however, many of the images we use on our social media channels do not have the appropriate photography rights for use on website.
		201. Would State be open to consider the creation of a dedicated page or section on our website for sharing public stories and updates related to the park? Please Confirm?	The State is open to recommendations from vendors.
		202. Is there any specific content from subdomains that you'd like to establish interlinks with? Please confirm.	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com. Future subdomain have not been identified and should be defined in the user experience phase.
		203. While maintaining a consistent tone throughout the website, would it be okay to the State to incorporate a conversational style on certain pages? Please Confirm.	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIVQcJAII/jmEFhfQ5giM6pK6imRvScw/view The State is open to recommendations from vendors
		204. Does the State wants the vendor to create content for social media channels too? If so, how much support you are expecting from the Vendor:	Social media content creation is not within the scope.

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		a. Should the vendor include a separate cost for social media content creation? b. Kindly provide a list of content requirements for the social media channels.	
		205. We request to the state to provide details regarding the main user demographics and segments that the new website and mobile application should address? This user persona information will be crucial for conducting user research and usability testing. Please consider.	The State and the Contractor will work to define Key Audiences in the Business Requirements Phase (see A.4.b) of contract.
		206. While redefining the branding strategy & redesigning the new websites (TNStateParks.com) for the State. Does the State want vendors to examine any specific list of competitors as a benchmark?	The State does not have a specific list of competitors. However, the business goals are for Tennessee State Parks to be branded as a tourism destination and be able to compete with other state park systems along with the private sector in the various revenue-generating operations (i.e. for the lodges to compete with major hotel brands, for the cabins to compete with vacation rentals, and the campgrounds to compete with privately owned campgrounds and KOAs).
		207. Can the State provide some references of the websites for better understanding of the State new website expectations?	The State is open to recommendations from vendors.
		208. Are there particular content, messaging, or branding guidelines that need to be incorporated into the new design?	The State is open to recommendations from vendors.
		209. We kindly request the State to outline the current challenges or pain points associated with the existing website or digital presence that the project aims to address.	The current site does was primarily developed as an information hub about our parks, lacking an intentional focus around our revenue generation goals and strategic goals. Navigation difficulties, users find it hard to locate information. Content has not been regularly refreshed or maintained overtime with ongoing park updates. Website has minimal features to integrate third-party reservation platforms.

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		210. We request the State to provide details about key performance indicators (KPIs) that you have in mind to assess the success of the website and mobile application, and at what frequency do you intend to review these metrics?	See response to question 1. The KPIS will be revisited and defined in the business requirement phase. The KPIs should be reported on monthly. See A.4.r of the contract

		211. Was there any previous website and/or mobile app for Tennessee State Parks in existence prior to this project? If so, we request the State to share insights into the specific features, functionalities, or content that have demonstrated notable success or have been deficient in the current digital platforms?
		    a. We request to the State to share details about any specific pages, keywords, or content types on the existing website that have demonstrated successful engagement or attraction? If so, could you please share those insights?
		    b. Could you please identify the priority services or attractions that should take the spotlight?
			Yes, there is an existing website: https://tnstateparks.com/ and mobile app: https://tnstateparks.com/about/tsp-mobile-app.
			
			From June 2022-July 2023, top converting pages are listed below. Primary source of sessions is Google:
			
			• reserve.tnstateparks.com/fall-creek-falls/campsites
			• reserve.tnstateparks.com/harrison-bay/campsites
			• reserve.tnstateparks.com/cummins-falls/permits
			• reserve.tnstateparks.com/tims-ford/campsites
			• reserve.tnstateparks.com/cedars-of-lebanon/campsites
			
			The State is unable to confirm comprehensive list of priority features needed to accomplish business goals.

		212. Does state expect different user journeys on the website catering to various audience segments Please confirm?	Yes, it is expected that the website should cater to different user journeys to accommodate various audience segments.
		213. Could you provide details on the current state of the website's archive, including its total size, how it is stored and managed, the percentage of static/non-changing content, the age range of documents, the accessibility of the content, and the estimated percentage of web pages and files that will be migrated to the new site? a. Do the state already have existing content that will be incorporated, or does it all need to be created from scratch? Please confirm	This will need to be determined by the State and Contractor in the content audit phase. Existing content can be repurposed but new content will need to be developed.

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		214.　What are the state's expectations regarding the security of the website and mobile application, and are there specific security protocols or guidelines that we should follow? Please clarify.	This is dependent on the business requirements for the website to have a login and whether all of the data continues to be marked public.
		215.　With the contract deadline of 1/19/24 - when do you hope to begin work and when do you hope to launch the website/app?	See timing in A.3. of the contract.
		216.　Are we to submit both the digital media and email requirements or is email submission sufficient?	Email submission alone is acceptable.
		217.　Do you require the certificate of insurance as a part of the RFP submission or once awarded	Certificate of Insurance is required once an award has been made.
		218.　What is the largest revenue driver for TN State Parks? Overnight bookings, or something else?	Yes, the largest revenue driver for Tennessee State Parks is overnight accommodation bookings.
		219.　What is the current occupancy rate of overnight bookings?	Here is a current snapshot of occupancy rates pulled in early November 2023. https://docs.google.com/presentation/d/1EUTKn38PlE3Vf9M-LP0oG9tuLjgdt2g4/edit?usp=sharing&ouid=110827660086259272646&rtpof=true&sd=true
		220.　Have you established goals for the key revenue drivers?	The State strives to sustain and grow YOY revenue in all areas.
		221.　Are there other KPIs to consider beyond revenue?	Beyond revenue, ultimately our website should serve as an extension and contribute to the State Parks mission to preserve, protect, and share Tennessee's natural and cultural resources. The Tennessee State Parks strategic goals can be found here: https://tspmasterplan.com/wp-content/uploads/2023/08/TSP-CSP-Site-Planning-Strategic-Framework-8.18.2369.pdf Some examples: Increase program attendance and increased diversity of visitation. Increased membership in Friends groups and program participation (including volunteerism).

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			Increase request forms from educators for field trips: https://tnstateparks.com/get-involved/for-educators

Decrease total number of safety-related incidents per visitor and maintaining functionality to manage park alerts. |
| | | 222.   Do user personas exist? | No user personas currently exist. |
| | | 223.   Are users currently experiencing issues with the website?
a.   If so, where are these issues/hangups happening? | The current site does was primarily developed as an information hub about our parks, lacking an intentional focus around our revenue generation goals and strategic goals.

Navigation difficulties, users find it hard to locate information.
Content has not been regularly refreshed or maintained overtime with ongoing park updates. Website has minimal features to integrate third-party reservation platforms |
		224. Have you surveyed users on what they'd like to see implemented into the experience?	No formal user research has been done. We anticipate focus groups being part of the discovery phase. The State recently completed this Market Analysis: https://tspmasterplan.com/wp-content/uploads/2023/02/TNSP-Comp-Strategic-Market-Analysis-Summary-2.27.23.pdf
		225. How much current traffic is mobile?	From January 2018 through October, mobile drove 40.39% of traffic.
		226. How many concurrent users do you currently have?	In September 2023, the site had 645,288 sessions, 3.83 pages per session, and 3:45 average session duration.
		227. What is the typical device of users?	From January 2018 through October, the following session per device category:

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			Mobile: 23,250,964 (40.39%) Desktop: 9,568,779 (27.98%) Tablet: 1,380, 355 (4.04%)
		228. Are campaigns running to drive users to the website?	Yes, we have current google ad campaigns and direct marketing currently driving users to the website.
		229. Can you share the current breakdown of website traffic from paid media, social media, direct traffic, and organic traffic?	From January 2023 through October 2023, the following sessions by source: Organic Search: 3,595,035 Direct: 1,543,905 Referral: 355,005 Paid Search: 388,414 Social: 226,005 Email: 257,502 Other: 7,329 Display: 900
		230. Are users primarily new or returning? What is the % breakdown?	From January 2023 through October 2023, 21.6% were returning visitors and 78.4% were new.
		231. What is the top source for traffic today?	Top source for traffic is organic search.
		232. What are current conversion rates?	Conversion rate for all campsite and cabin reservations from January 2018 through June 2023 averaged 28.93%
		233. What is the primary conversion type?	See response to question 1.
		234. What is the desired primary goal for users?	See response to question 1.
		235. Are there subdomains beyond shop.tnstateparks.com that will be included in the new build?	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com

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			The Tennessee Conservationist, our official magazine of Tennessee State Parks site: https://digital.tnconservationist.org/publication/?m=58294&l=1 Other domain redirects include: • tnconservationist.com • tnconservationist.net • tnstateparks.net • tnconservationist.net • lodgesoftnstateparks.com • lodgesoftennesseestateparks.com • tnstateparkslodges.com • fallcreekfallslodge.com • montgomerybelllodge.com • parislandinglodge.com • pickwicklandinglodge.com • parislandinglodge.net • fallcreekfallslodge.net • pickwicklandinglodge.net • montgomerybelllodge.net • lodgenatcheztrace.com • henryhortonlodge.com • lodgehenryhorton.com • lodgemontgomerybell.com • lodgepickwicklanding.com • lodgeparislanding.com • lodgefallcreekfalls.com • tnconservationist.online • tnconservationist.org • tnconservationist.net Additional Mobile Apps: https://apps.apple.com/uz/app/explore-tennessee-state-parks/id6444808325
		236. Is there a preferred CMS on the table currently?	The current CMS is Expression Engine. The State is open to alternatives.
		237. What CMS is currently in use?	The current CMS is Expression Engine. The State is open to alternatives.
		238. What are the expectations for transfer management?	The State expects that the vendor would lead transfer of content.
		239. How is data currently stored on the back-end of the site?	See response #2 and #182

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		240. Are there any security requirements?	See response #214. Scanning/pen testing process needs to be approved by STS Security and conducted on an annual basis if the respondent intends to host the site.
		241. Is site speed a concern currently?	Yes, the Contractor is expected to focus on enhancing the website's loading speed.
		242. What is the ongoing content plan beyond development?	The State and Contractor will need to define the ongoing content plan based on the content audit and content definition phase. The Contractor will play a role in ongoing content updates (blogs, itineraries, new website requests, etc.)
		243. Who will be making content updates?	The Contractor will play a role in ongoing content updates (blogs, itineraries, new website requests, etc.).
		244. What does your web team / tech team look like? What is the infrastructure and roles?	The State has users who handle the front-end website/publishing via the admin panel. Relevant to this project – TDEC Operations supports the site as needed from a server setup / RDS maintenance angle. Business does all the actual changes/work to the site though the admin portal. WAF as well as standard enterprise weekly security scans is handled via the STS Security team whom business has worked with directly and also through TDEC Operations as middlemen as needed. OS and core enterprise software patching is handled by the STS Windows OS group on the standard patch cycles. Actual AWS top level EC2 and RDS maintenance are handled by the state's Cloud Foundation Team (CFT) and RDS service providers.
		245. Will training need to be considered?	Please refer to A.4.L and A.9. of the contract.

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		246. Which languages need to be supported?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		247. Who is responsible for managing the translation of content?	Yes, ultimately the contractor is responsible for the translation of content to the website. The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		248. Which 3rd party integrations would need to be considered?	Yes, the State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		249. Do you plan to stay with the current booking technology?	Yes. The reservation systems are not within the scope of this contract.
		250. What is something you wish you could do with the experience that you can't currently do today?	Some features that are not a part of our existing site that could be beneficial to explore: Personalization – tailoring user experiences based on individual preferences and past interactions More Data Integration – Integrating data around cabin, lodge, and campsite occupancy and providing users with more real-time information about overnight accommodations available for the weekend and implementing retargeting ads to re-engage visitors who have left the website without booking.

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			Park Maps – User experience of accessing maps and the visual display of maps need to be improved.
		251. Are you able to share a budget range?	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project.
		252. What are the challenges you're facing with the current system?	The current site does was primarily developed as an information hub about our parks, lacking an intentional focus around our revenue generation goals and strategic goals. Some challenges based on various feedback: Navigation difficulties, users find it hard to locate information. Content has not been regularly refreshed or maintained overtime with ongoing park updates. Website has minimal features to integrate third-party reservation platforms.
		253. Is there any incumbent? If yes, then why you are looking for other companies? Are you not happy with them?	The current website was designed and built by the State of Tennessee.
		254. Is the incumbent bidding for this opportunity?	The current website was designed and built by the State of Tennessee.
		255. What are the specific goals or objectives that the website, mobile app, and digital marketing efforts should achieve?	The current purposes of the website, mobile app, and digital marketing efforts include: • Drive overnight bookings at Tennessee State Parks • Develop brand awareness about Tennessee State Parks

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			• Educate about key assets and attractions • Drive event/program attendance and revenue • Drive group sale revenue, golf visitation, online gift shop revenue, restaurant visitation, TN Conservationist magazine subscribers • Foster opportunities for giving back (volunteering and donating) • Provide information about activities and adventures one might enjoy in the parks • Ensure visitors have safe, responsible recreation experiences
		256. Are there any guidelines or standards for content creation and management that the Contractor should adhere to?	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIV QcJAII/jmEFhfQ5giM6pK6imRvScw/vi ew
		257. Could you provide more information about the State's preferred design style or any existing design guidelines?	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIV QcJAII/jmEFhfQ5giM6pK6imRvScw/vi ew
		258. Are there any specific security or compliance standards that the Contractor should follow during maintenance?	Use VPN for access, don't share accounts, minimize downtime, prefer non-peak hours. Test in non-prod prior to making changes in prod and have a verification plan and a rollback plan Standard practice
		259. What is the allocated budget?	Under this Contract, the State's maximum liability shall not surpass one million eight hundred thousand dollars ($1,800,000.00), referred to as the "Maximum Liability." This amount covers a five-year period, encompassing the entire scope of building, ongoing development, and maintenance of the project.

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		260.　　　　Is there any third-party integration?	Yes, the State has a variety of third-party integrations and systems, i.e., reservation systems, GIS capabilities, mobile applications, email marketing, social media, CrowdRiff, Shopify, and Google Analytics. The Contractor will need to work with the State to define technical integration points and develop plan to integrate third-party services in the systems and integration requirement phase.
		261.　　　　Are you looking for an event management functionality?	No, event management is not within the scope of this contract.
		262.　　　　Is there any mobile application currently? What application is it shares the link of the current application?	Yes, here is the link to the existing Tennessee State Parks Mobile App: https://tnstateparks.com/about/tsp-mobile-app Additional Mobile App include: https://apps.apple.com/uz/app/explore-tennessee-state-parks/id6444808325
		263.　　　　Is there any data migration expected from the offeror?	Yes, data migration will be needed.
		264.　　　　How many different audiences will the content be directed at?	This will need to be defined with the Contractor and the State in the discovery phase.
		265.　　　　Are there things that will be present on the website that won't be offered on the app?	Yes. The mobile app should strive to offer differences in features than the website based on the varying user needs. Current mobile app is designed to leverage API integration, enabling data synchronization. The State is favorable on maintaining this API-driven approach, recognizing its efficiency for seamless content updates.
		266.　　　　Will the app require precise navigation capabilities? For example, trail navigating, protected fishing areas, etc	Yes, the map will need to incorporate map with precise navigation capabilities for each park and state as a whole. In the current mobile app, the two pieces provided associated with the maps are map tiles build in Mapbox and the endpoints to

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			download the geological data from ArcGIS.
		267. For example, in the current restaurants page, there are eight restaurants featured. For the new site, do you want this to be a scalable area? Or is this a benefit restricted to advertisers only? Or is it based on proximity?	The eight restaurants listed are operated by Tennessee State Parks. There is the potential that this number could increase or decrease in the future, so this functionality would be needed.
		268. How do you want the content to elicit?	Content should elicit a response with several considerations, such as audience, objectives, tone, storytelling, and clear call-to-action.
		269. How many urls are under the TNStateParks.com umbrella?	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com

The Tennessee Conservationist, our official magazine of Tennessee State Parks site: https://digital.tnconservationist.org/publication/?m=58294&l=1
Other domain redirects include:
    tnconservationist.com
    tnconservationist.net
    tnstateparks.net
    tnconservationist.net
    lodgesoftnstateparks.com
    lodgesoftennesseestateparks.com
    tnstateparkslodges.com
    Fallcreekfallslodge.com
    montgomerybelllodge.com
    parislandinglodge.com
    pickwicklandinglodge.com
    parislandinglodge.net
    fallcreekfallslodge.net
    pickwicklandinglodge.netmontgomerybelllodge.net
    lodgenatcheztrace.com
    henryhortonlodge.com
    lodgehenryhorton.com
    lodgemontgomerybell.com
    lodgepickwicklanding.com
    lodgeparislanding.com
    lodgefallcreekfalls.com
    tnconservationist.online
    tnconservationist.org
    tnconservationist.net |

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			Additional Mobile Apps: https://apps.apple.com/uz/app/explore-tennessee-state-parks/id6444808325
		270. What are the top three things you get phone calls or email/online inquires about?	The top three inquiries that people typically ask about can vary depending on the specific park and its offerings as well as seasonality, but common themes include: **Availability and Reservations:** People often inquire about campsite availability, cabin rentals, or booking group facilities. Questions about reservation processes, discounts, costs, and cancellation policies are common. Inquiries about restaurants and restaurant specials. **Park Facilities and Amenities:** Visitors frequently ask about the types of facilities available, such as restrooms, picnic areas, playgrounds, or visitor centers. Inquiries about special amenities like boat rentals, fishing spots, swimming areas, water falls, or specific trails. Inquiries about entry fees and park policies. Questions about campsite amenities such as hookups, fire rings, etc. Questions about accessibility for people with disabilities and service pet policies. **Activities**: Visitors often ask about the types of activities that can be done in the park, such as hiking, key features, bird watching, educational programs, pontoon tours, or special events. During different seasons, inquiries might relate to seasonal activities like fall leaf viewing.
		271. Can the brand guide mentioned in the request be shared?	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIV

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			QcJAII/jmEFhfQ5giM6pK6imRvScw/view
		272. Can you enumerate on what is meant when it says "language" under the brand guide? Tone of voice, visual language, etc.	Please see link to Digital Brand Guidelines: https://www.canva.com/design/DAEIVQcJAII/jmEFhfQ5giM6pK6imRvScw/view Tone of voice begins on page 39.
		273. How many branches of advertising do you offer?	Tennessee State Parks does not have a regular ongoing advertising buy across channels. Historically, typical advertising branches have included: **Digital Advertising**: Range of social media ads (Facebook, Instagram, LinkedIn etc.), search engine marketing (Google Ads), In-Stream Video Ads, and display ads on various websites. **Print Media**: Traditional print advertising in magazines, newspapers, and tourism brochures. **Outdoor Advertising**: Billboards, signage, and other outdoor advertisements. **Partnerships and Sponsorships**: Collaborating with local businesses, tourism boards, and other organizations for joint marketing efforts. **Radio**: Advertising on regional radio stations. **Event Sponsorship**: Participating in or sponsoring local events and fairs to promote the parks directly to potential visitors. **Direct Marketing**: Email campaigns and direct mail. **Content Marketing**: Blogs, videos, and social media.

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		274. When thinking of multi-lingual integration, do you have any must have languages to include?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		275. Is there an internal marketing/brand team?	Yes, there is a Division of Marketing, Revenue, and Guest Experience for Tennessee State Parks within the Tennessee Department of Environment and Conservation. This team serve will be the main points of contact.
		276. Are the subdomains identified for current and future user experiences?	Current subdomains include shop.tnstatepark.com, reserve.tnstatepark.com, hub.tnstateparks.com, gis.tnstateparks.com. Future subdomain have not been identified and should be defined in the user experience phase.
		277. Can you elaborate further on the definition of "user" pertaining to the messaging dashboard - will it be internal or external?	Yes, the user pertaining to the messaging dashboard will be an internal user or member of the Contractor's team. The State currently manages internal requests for website updates using Formstack.
		278. What is the State's cloud infrastructure and cloud platform as mentioned in A.2.U of the RFP?	Tnstateparks.com has both a production (prod) and a non-production (uat) website hosted in AWS. The front end is on Windows server 2019, utilizing php 7 though IIS to run the site which is currently on Expression Engine 6.4. The back ends are in MariaDB RDS instances. So, 2 servers and 2 RDS instances. The web traffic goes through a standard ALB with WAF integration and SSL hosting. Prod is public facing and is Geo-blocked to enterprise standards (some of the worlds IP ranges are blocked). Internal is 'state network only' so staff get on VPN to access. Snapshots are taken nightly.

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		279. Are all services required to run within the State's cloud infrastructure, e.g., analytics recording, dashboard, enhanced feature services?	The desire is that it will run within the state's cloud infrastructure. However, if there is a more efficient model, please propose it. The concern would be any increase in ingress and egress traffic costs, security profile, etc. if information needs to be exchanged with the state's cloud environment.
		280. Are all mapping features enabled through ESRI/ArcGIS? Are the maps hosted by the State?	All mapping features are desired to be enabled/created in ArcGIS/ESRI, and hosted by our TDEC ArcGIS Organization.
		281. Multi-lingual support of identified languages is mentioned in the RFP - is there a list that can be provided?	The State currently has a 3-year contract with Recite Me accessibility software to be implemented in early 2024 utilizing 137 languages. Contractor will work with the State to determine if this is the best solution moving forward long-term.
		282. Can it be confirmed that it will be the contractors responsibility to define who the stakeholders should be?	The State will work with the contractor define stakeholders in the discovery phase.
		283. Can it be clarified if the expectation is for the contractor to PM within Sharepoint or share documentation from other project management platforms to the Sharepoint?	The Sharepoint site serves as a centralized way to maintain transparency of the website and mobile app development to all stakeholders. The Sharepoint can link to other project management platforms.
		284. How many points of contact will be involved?	The Digital Marketing Director and Director of Marketing, Revenue, and Guest Experience will serve as primary contacts. The number of contacts will vary by phase of the project.
		285. Is the expectation for the PM to also manage the client team more directly?	Yes, the PM should in most areas manage the client team, ensuring effective communication between the client team and your organization including regular updates, meetings, and all parties are aligned with

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			objectives and progress. Direct management of the client team by a PM is not a one-size-fits-all approach and depends on the project's specifics.

3. Add the following as RFP section A.4 and renumber any subsequent sections as necessary:

	A.4.	Provide a statement confirming that, if awarded a contract pursuant to this RFP, the Respondent shall deliver a Performance Bond to the State in accordance with the requirements of this RFP. The statement must be signed by an individual with legal authority to bind the Respondent to the provisions of this RFP and any contract awarded pursuant to it.	

4. <u>RFP Amendment Effective Date.</u> The revisions set forth herein shall be effective upon release. All other terms and conditions of this RFP not expressly amended herein shall remain in full force and effect.