

NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY

REQUEST FOR QUALIFICATIONS FOR MARKETING CONSULTING SERVICES (Reference RFQ #2026-RFQ-284)

ADDENDUM #3

Date: October 2, 2026

The following constitutes an Addendum, which can be a Clarification and/or Modification to the above-referenced solicitation. This Addendum is divided as follows:

- Part 1: Answers to Questions Submitted
- Part 2: Additions, Deletions, Clarifications and Modifications to the RFQ

NOTICE TO BIDDERS

Bidders are encouraged to review Question/Answer #179 and revised RFQ Section 4.1 for clarification of the use of hyper links and URL's in a Bidder's Technical Proposal submission

Part 1: Answers to Questions Submitted		
No.	Question	Answer
	Section 1 specific questions:	
1.	From section 1.3.6.1 (page 6) - Electronic Qualification Submission (Strongly Preferred) - To confirm, only electronic copies of our submission are required?	While it is strongly preferred that proposals be submitted electronically, they may be submitted either electronically or in hard copy. Please review and comply with RFQ Section 1.3.6.1 and RFQ Section 1.3.6.2 for electronic submission. Please review and comply with RFQ Section 1.3.6.3 for hard copy submission.
2.	Page 4, Section 1.1, and pages 15–18, Section 3.1: May a bidder submit qualifications for a subset of the four marketing-consulting service categories, or must every bidder demonstrate capability and provide pricing across all four categories, including Media Planning/Buying?	While Bidders are not required to provide all of the services outlined in Section 1.1, Purpose and Intent as well as Section 3.0, Scope of Work, Bidders should note that proposals will be evaluated and ranked (emphasis added) on the Bidders demonstrated ability to successfully complete the work outlined in Section 3.0, Scope of Work. This includes all services listed. As such, per Section 6.7.1, Qualifications/Experience Evaluation Criteria, proposals will be evaluated and ranked on "The Bidders demonstration that the Bidder

		understands the requirements of the Scope of Work and presents an approach that would permit successful performance of the technical requirements of the Contract.”
3.	Section 1.1, Purpose and Intent (p. 4) The RFQ describes four service categories: Creative Development, Media Planning/Buying, Press Outreach/Stakeholder Engagement, and Special Projects/Initiatives. May a Bidder qualify for a subset of these categories (e.g., all except Press Outreach/Stakeholder Engagement) and be evaluated only on the categories proposed, or must a Qualification address capability across all four categories to be considered responsive?	Please refer to answer #2
4.	Section 1.1 / General Background (p. 4) Is this RFQ a re-competition of an expiring marketing consulting services contract, and if so, approximately how many firms currently hold Qualified Firm status, and when does the current pool's term expire relative to this RFQ's estimated November 5, 2026 contract start?	Yes. This is a re-procurement of 2021-RFP-129 Marketing Consulting Services, which consists of five (5) vendors and said contracts expired on August 31, 2026.
5.	Section 1.1. The RFQ states the Authority seeks to engage up to six (6) qualified firms on an as-needed basis. Does the client have a sense of how many firms are likely to be selected in this round, and how work will be allocated or rotated among them?	The number of firms selected will depend on the responsiveness of proposals received, the evaluation and scoring of proposals, and subsequent award of Contracts. Contracted firms will be selected for specific projects based on their responses to Task Order Requests. As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
6.	Section 1.1. Beyond the four listed categories (Creative Development, Media Planning/Buying, Press Outreach/Stakeholder Engagement, Special Projects), which of these areas does the client expect to be the primary focus in year one?	Any of the categories identified in RFQ Sections 1.1 and 3.1 may be priorities in Year One of the Contract.
7.	Section 1.1. The Authority "makes no representation or guarantee as to the actual services which will be required, or the timing and sequence." Can the client share any indicative volume, budget range, or program calendar to help us size our resourcing?	The Authority has not disclosed the anticipated budget for this RFQ. Please be guided by the terms and requirements of the RFQ and refer to Section 3.9 pertaining to the Task Order Request (TOR) process. Specific budgets will be assigned to each individual TOR as needed, depending on the project. Additionally, the Authority is unable to predict the types of marketing initiatives required at this time. This is heavily dependent on existing as well as new initiatives, programs and projects.

8.	Section 1.1. Are there specific NJEDA programs (loans, tax credits, grants, incentive programs) that are priority targets for the first Task Order Requests (TORs)?	We have not identified priority topics at this point for the initial TORs. It could be any of the topics mentioned, among others.
9.	Section 1.3.1 / Section 1.3.1.1. Q&A period closes July 29, 2026 at 2:00 PM ET — does the client have any anticipated exceptions or non-standard terms we should raise during this window, since exceptions submitted after this date will not be considered?	The Authority is unable to answer this question. For reference, as per RFQ Section 1.3.1.1, Bidders are required to submit any exceptions or modifications to the Authority's Contract for Professional Services during the Question and Answer period for consideration. All questions were due on or before July 29, 2026 @ 2:00 pm.
10.	Section 1.3.4. An addendum, if required, is estimated "on or about" August 14, 2026 — should we plan to monitor the NJEDA bidding page daily between now and submission?	The Addendum will be posted to NJEDA's website in accordance with Section 1.3.1 C. on or about October 2, 2026. The Authority encourages all interested parties to monitor NJEDA's website for additional information.
11.	Section 1.3.4 / Section 1.3.5. Qualifications are due August 28, 2026 at 2:00 PM ET — does the client want to target internal completion (draft-ready) how many business days ahead of that deadline?	The Authority is unable to answer this question. For reference, Qualifications are due on or before October 16, 2026 per Section 1.3.6. Proposals will not be reviewed prior to the due date.
12.	Section 1.3.4. Estimated contract start is "on or about" November 5, 2026 — does that align with the client's internal resourcing and onboarding timeline?	The Authority is unable to answer this question. For reference, this date is an estimate only.
13.	Section 1.1/ Section 5.2. The initial Qualified Firm term is three (3) years with two (2) one-year extension options at the Authority's discretion — how should this affect our staffing and pricing strategy for the fee schedule?	The Authority is unable to answer this question. For reference, the term of the contract is as stated in Sections 1.1 and 5.2 of the RFQ. As stated, the extension options are at the discretion of the Authority. Please refer to Section 5.2 and the revised Fee Schedule for additional information.
14.	Section 1.4.8/ Section 4.2.5.14. Will we be using any subcontractors/subconsultants (e.g., for photography, printing, specialized media buys)? If so, who, and has the Subcontractor Utilization Form content been drafted?	The Authority is unable to answer this question. For reference, as per RFQ Section 1.4.8, Contractors are permitted to utilize subcontractors or subconsultants to satisfy the

		requirements and deliverables of required of any resulting Contract. Bidders are cautioned to refer to RFQ Sections 4.2.1.III, 4.2.1.IV, 4.2.1.VII and 4.2.5.14 when preparing their Qualification submission to ensure compliance with the solicitation. The Subcontract Utilization Form can be found on the Authority's website https://www.njeda.gov/bidding
15.	Section 1.4.9. Do any of our proposed key personnel or subcontractors have a conflict of interest (current/former relationship with NJEDA staff or board) that must be disclosed in the Qualification?	The Authority is unable to answer this question. For reference, as per RFQ Section 1.4.9, it is the Bidders' responsibility (not NJEDA's) to "indicate and detail any Conflict of Interest that exists with either their personnel or any Subcontracting personnel being utilized for these services. Such conflicts include a direct, familial, or personal monetary interest or any previous or existing personal/professional relationships with the Authority and any personnel assigned to work on the Authority's account, regarding these requisite services."
16.	Section 1.3.1.1/ Section 7.0. Do we have any exceptions to the Authority's specimen Contract for Professional Services (Exhibit A) that must be raised during the Q&A period, since exceptions cannot be submitted with the Qualification itself?	The Authority is unable to answer this question. For reference, as per RFQ Section 1.3.1.1, Bidders are required to submit any exceptions or modifications to the Authority's Contract for Professional Services during the Question and Answer period for consideration. Respectfully, all questions regarding this RFQ were due on or before July 29, 2026 @ 2:00 pm.
17.	Section 1.4.9. Are there any anticipated conflicts of interest (past agency relationships with NJEDA staff/board, competing accounts) that could jeopardize responsiveness?	The Authority is unable to answer this question. For reference, as per RFQ Section 1.4.9, it is the Bidders' responsibility (not NJEDA's) to "indicate and detail any Conflict of Interest that exists with either their personnel or any Subcontracting personnel being utilized for these services. Such conflicts include a

		direct, familial, or personal monetary interest or any previous or existing personal/professional relationships with the Authority and any personnel assigned to work on the Authority's account, regarding these requisite services."
18.	Section 1.3.1(B). All communication with NJEDA before final award must go through EDAProcurementQA@njeda.gov only — has the whole proposal team been briefed that direct outreach to NJEDA staff/board risks disqualification?	The Authority is unable to answer this question. For reference, this requirement is clearly stated in the RFQ Section 1.3.1 and applies to all responding firms. Additionally, NJEDA will make the sole determination regarding disqualification of any proposals submitted in response to this solicitation.
19.	Section 1.3.1.1/ Section 3.9/ Section 8.2. The RFQ references an "Exhibit A" (Contract for Professional Services) and Exhibits B1-B3 (TOR, Conflict of Interest Certification, Vendor Response) but these were not included in the reviewed file — has the client obtained these exhibits, and do we need to request them via the Q&A process?	The Authority is unable to answer this question. For reference, these documents were provided and can be found on the Authority's website https://www.njeda.gov/bidding . Please also refer to Section 4.1.1 of the RFQ.
20.	Section 1.1. Do we know whether NJEDA anticipates awarding all six firm slots to generalist marketing agencies, or splitting slots by specialty (e.g., media buying vs. PR vs. creative)? This affects how broadly vs. narrowly we should position our qualifications.	As per RFQ Section 1.1, the NJEDA is seeking to engage up to six (6) firms on an as-needed basis to provide marketing consulting services. Awards will be made in accordance with revised RFQ Section 7.0, which states that "Contract award(s) shall be made in whole or in part, with reasonable promptness by written notice to the highest ranked responsible Bidder(s) (emphasis added), whose qualification, conforming to this RFQ, is most advantageous to the Authority, price, and other factors considered, as determined by the Authority, in its sole discretion." In other words, the highest scoring, and thus highest ranked, firms will be awarded, regardless of type, specialty, etc. with up to six (6) awards to be made.
21.	RFQ Page 4, Section 1.1 – Purpose and Intent May a Bidder seek qualification for one or more of the four service categories—Creative Development, Media Planning/Buying, Press Outreach/Stakeholder	While Bidders are not required to provide all of the services outlined in Section 1.1, Purpose and Intent as well as Section 3.0, Scope of Work, Bidders should note that proposals

	Engagement, and Special Projects—or must every Bidder demonstrate full capability in all four categories?	will be evaluated and ranked on the Bidders' demonstrated ability to successfully complete the work outlined in Section 3.0, Scope of Work. This includes all services listed. As such, Bidders should address all items outlined in RFQ Section 4.2.1 to the best of their ability. Additionally, please note that per Section 6.7.1, Qualifications/Experience Evaluation Criteria, proposals will be evaluated and ranked on "The Bidders demonstration that the Bidder understands the requirements of the Scope of Work and presents an approach that would permit successful performance of the technical requirements of the Contract."
22.	RFQ Page 4, Section 1.1 – Purpose and Intent If qualification by individual service category is permitted, will: a. the Authority identify in the resulting contract the categories for which each firm is qualified? b. will TORs be distributed only to firms qualified for the applicable category?	a. The Authority will NOT identify categories for which any contracted firm is qualified to respond to a TOR. b. As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
23.	RFQ Pages 4–5, Section 1.1 – Purpose and Intent For planning purposes only, can the Authority provide a nonbinding estimate of: a. anticipated annual spending under all contracts resulting from this RFQ; b. the anticipated number of TORs per year; c. the typical and anticipated range of individual TOR values; and d. the approximate percentage of work expected in each of the four service categories?	The NJEDA is unable to provide an estimate of anticipated: a. annual spend, b. number of TOR's per year, c. range of TOR values, or d. percentage of work in each category. The cost, type, frequency and volume of work associated with this Contract is dependent on variable factors and changing priorities. Bidders are directed to revised RFQ Section 1.2 for additional historical information.
24.	RFQ Pages 4–5, Section 1.1 – Purpose and Intent Can the Authority provide historical information from the preceding marketing consulting contract, including the number of firms in the pool, number of TORs issued, number of firms that received TOR awards, and aggregate annual expenditures?	Please see revised RFQ Section 1.2 for additional historical information.
25.	RFQ Pages 10–11, Sections 1.4.7 and 1.4.8 – Joint Ventures and Subcontractors/Subconsultants	a. As per RFQ Section 1.4.8, Contractors are permitted to utilize

	a. May a Bidder rely upon approved Subcontractors or Subconsultants to demonstrate capability in one or more material service categories? b. Is there any minimum percentage of the work that must be self-performed by the prime Awarded Vendor?	subcontractors or subconsultants to satisfy the requirements and deliverables of any resulting Contract. Bidders are cautioned to refer to RFQ Sections 4.2.1.III, 4.2.1.IV, 4.2.1.VII and 4.2.5.14 when preparing their Qualification submission to ensure compliance with the solicitation. The Subcontract Utilization Form can be found on the Authority's website https://www.njeda.gov/bidding b. There is no minimum percentage of work that must be self-performed by the Awarded Vendor(s).
26.	Section 1.1.5 – Contents of Qualification / Open Public Records Act Can the State clarify the process and criteria for identifying and declaring Background IP as part of the submission?	As per RFQ Section 1.4.4, the Bidder “may designate any data or materials it asserts are exempt from public disclosure under OPRA and/or the common law, explaining the basis for such assertion. The location in the Qualification of any such designation should be clearly stated in a cover letter.” Furthermore, please note that a Bidder “shall not designate any price lists and/or catalogs submitted as exempt from public disclosure.” Finally, as per RFQ Section 1.4.4,” Any proprietary and/or confidential information in the Bidder’s Qualification will be redacted by the Authority. (emphasis added) A Bidder may designate specific information as not subject to disclosure pursuant to the exceptions to OPRA found at <u>N.J.S.A. 47:1A-1.1</u>, when the Bidder has a good faith legal and/or factual basis for such assertion. The Authority reserves the right to make the determination as to what is proprietary or confidential and will advise the Bidder accordingly.” Please refer to RFQ Section 1.4.4 for additional information.
27.	Section 1.1/1.2, pages 4-5: Could the Authority share a few examples of past marketing campaigns or initiatives	Please see revised RFQ Section 1.2 for additional historical information.

	(and results, if available) from prior Marketing Consulting Services contracts? This would help Bidders get a sense of the scope and level of work expected.	
28.	Section 1.1, page 4: Will the Authority offer any training or onboarding on the specific programs and products — loans, tax credits, grants, etc. — that the Awarded Vendor(s) will be marketing?	The Authority will share resources and hold discussions to bring Awarded Vendors up-to-speed on Authority initiatives. Relevant staff will also be accessible for questions.
29.	Page 4, Section 1.1 (Purpose and Intent) Section 1.1 identifies four categories of service: Creative Development; Media Planning/Buying; Press Outreach/Stakeholder Engagement; and Special Projects or Initiatives. Recognizing that the Authority makes no representation as to the services that will ultimately be required, can the Authority provide historical context as to how these four categories have been utilized — for example, whether past engagements have drawn on all four in roughly equal measure, or whether one category has accounted for the majority of the work? This would assist Bidders in proposing an appropriate mix of staff on the Fee Schedule.	Please see revised RFQ Section 1.2 for additional historical information.
30.	Page 4, Section 1.1 (Purpose and Intent) Section 1.1 states that the Authority seeks to reach key audiences including for-profit and not-for-profit businesses remaining in, expanding, or relocating to New Jersey. Can the Authority clarify the typical geographic footprint of its marketing and media placement — specifically, whether campaigns are generally confined to New Jersey, extend to the broader tri-state or Northeast region, or include national placement? We note that Section 3.1.2(C) (Page 17) contemplates an earned media program targeting domestic and international audiences, and confirmation of the intended balance would inform media planning assumptions.	While a substantial amount of NJEDA's marketing and communications efforts target potential applicants located in New Jersey, there may be situations where outreach to a wider geographic region is necessary.
31.	Section 1.2 (Background) To inform our understanding of the Authority's current marketing posture: (a) what significant marketing or outreach campaigns has the Authority conducted over the past two to three years; and (b) are there particular products or programs the Authority expects to feature prominently in marketing activity during the initial contract term?	a. Please see revised RFQ Section 1.2 for additional historical information. b. The Authority is unable to predict the types of marketing initiatives anticipated during the initial contract term. This is heavily dependent on existing as well as new initiatives, programs and projects.
32.	(Page 4, Section 1.1 Purpose and Intent) Has there been an incumbent on this or a similar project? If so,	There is currently a marketing consulting RFP (2021-RFP-129) wherein five (5) vendors (Tara

	please share the name of the incumbent and how long they have been doing business with NJEDA?	Dowdell Group LLC, PML Design dba Masterpiece Design, Marketsmith Inc., Violet Communications LLC, and 360 Marketing & PR LLC) were awarded a two (2) year contract with two (2) one (1) year extension options amounting to \$1,600,000 over the four (4) years.
33.	Section 1.1 (Purpose and Intent): Section 1.1 states that the Authority intends to engage up to six firms for the four service categories listed. Will firms be designated as Qualified Firms for the full scope of Section 3.1, or may the Authority qualify firms for specific service categories based on demonstrated strengths?	Awarded Vendors will not be designated as Qualified Firms for the full scope of Section 3.1, or for specific service categories based on demonstrated strengths. Rather, awards will be made in accordance with RFQ Section 7.0, which states that "Contract award(s) shall be made in whole or in part, with reasonable promptness by written notice to the highest ranked responsible Bidder(s) (emphasis added), whose qualification, conforming to this RFQ, is most advantageous to the Authority, price, and other factors considered, as determined by the Authority, in its sole discretion." In other words, the highest scoring, and thus highest ranked, firms will be awarded, regardless of type, specialty, etc. with up to six (6) awards to be made.
34.	Section 1.0 – Purpose and Intent 1) Can the Authority provide the number of firms under the current/previous existing Marketing Consulting Services contract? 2) Approximately what was the annual spend under the current/previous Marketing Consulting Services contract? 3) Can the Authority provide examples of the types of marketing initiatives anticipated during the first contract year?	1. Please see revised RFQ Section 1.2 for additional historical information. 2. Please see revised RFQ Section 1.2 for additional historical information. 3. The Authority is unable to predict the types of marketing initiatives anticipated during the first year. This is heavily dependent on existing as well as new initiatives, programs and projects.
35.	1.1 Purpose and Intent - The RFQ states that up to six firms may be engaged on an as-needed basis for marketing consulting services. Can NJEDA clarify whether firms will be evaluated and qualified across the full scope of services as a single pool, or whether NJEDA may qualify firms more specifically by service	Please refer to answer #2 and answer #33.

	area, such as Creative Development, Media Planning/Buying, Press Outreach/Stakeholder Engagement, or Special Projects/Initiatives?	
36.	Section 1.1 Purpose and Intent - For the four listed service categories, should respondents demonstrate capability in all categories to be considered competitive, or may a firm be deemed fully responsive if it has stronger qualifications in only select categories?	Please refer to answer #2
37.	Section 1.1 Purpose and Intent - The RFQ notes that awarded vendors will help develop tailored messages and execute marketing and outreach strategy for NJEDA programs, including loans, tax credits, grants, and other business support resources. Can NJEDA clarify whether future task orders are expected to focus primarily on campaign strategy and creative development, or whether execution-heavy work such as content production, paid media trafficking, digital implementation, web support, or print coordination may also be included?	The NJEDA may require marketing consultant services across the full range of services outlined in RFQ Section 3.0. It is not possible for the Authority to identify any specific focus as the NJEDA's needs are dependent on existing as well as new initiatives, programs and projects.
38.	Section 1.1 Purpose and Intent - The RFQ states that awarded vendors will be utilized on an as-needed basis through Task Order Requests and that NJEDA makes no representation as to the actual services or timing required. Can NJEDA provide any estimate of anticipated annual task order volume, typical project size, or historical spend under similar marketing consulting arrangements to help bidders assess the likely scale of participation?	The Authority is unable to predict the anticipated number of TOR's or the associated monetary value and annual spend at this time. These factors are dependent on existing as well as new initiatives, programs and projects." Please see revised RFQ Section 1.2 for additional historical information.
39.	Section 1.4.8 Subcontractors/Subconsultants - If subcontractors or subconsultants are permitted, should bidders include the qualifications and resumes of those specialty partners within the Technical Qualification (In addition to Subcontractors Utilization Form), and will those team members be considered in NJEDA's evaluation of the bidder's capabilities?	As per RFQ Section 1.4.8, Contractors are permitted to utilize subcontractors or subconsultants to satisfy the requirements and deliverables of any resulting Contract. Bidders are cautioned to refer to RFQ Sections 4.2.1.III, 4.2.1.IV, 4.2.1.VII and 4.2.5.14 when preparing their Qualification submission to ensure compliance with the solicitation. As per these sections, if the Qualification submission includes a team member that is a Subcontractor(s) and/or Subconsultant(s), the Organization Chart must clearly indicate that they are a Subcontractor(s) and/or Subconsultant(s) and submit a completed Subcontractor/ Subconsultant Utilization form.

		Additionally, if the Bidder is submitting a Qualification that includes a Subcontractor(s), detail the Subcontractor's specific role for this project and how they will interface with the Bidder's staff.
	Section 3 specific questions:	
40.	Section 3.1 May a bidder submit qualifications solely for the Media Planning/Buying services identified in Section 3.1.2, without offering Creative Development, Press Outreach/Stakeholder Engagement, or Special Projects services?	Please refer to answer to #2
41.	Section 3.1.2(C) May a firm qualifying for Media Planning/Buying decline Task Order Requests that include editorial placement, earned media, press outreach, or media relations services?	Yes. Additionally, please refer to the answer to #2.
42.	Section 3.1.2(D); Page 44, Section 6.7.2 Our standard compensation model for media planning and buying is a management fee calculated as a percentage of the approved media budget, with all media costs passed through at net cost without markup. a. Does the Fee Schedule permit a separate percentage-based media management fee that varies based on the approved media budget?	a. No, the Fee schedule does not permit for a compensation model in which a management fee is calculated as a percentage of the approved media budget, with all media costs passed through at net cost without markup. As per revised RFQ Section 6.7.2, "Bidders shall not alter this Fee Schedule and should provide pricing for all sections. Altering the form will result in the Qualification being rejected as nonresponsive. If the Bidder will supply an item on a price line free of charge, the Bidder must indicate "No Charge" on the Authority-supplied Fee Schedule accompanying this RFQ solicitation. The use of any other identifier may result in the Bidder's Qualification being deemed non-responsive. A cell left blank will be considered "No Charge". Additionally, "Bidders shall not indicate fees/charges other than those included on this Fee Schedule."

	b If not, does NJEDA require all compensation for media planning, buying, campaign management, optimization, reporting and reconciliation to be incorporated into the all-inclusive hourly rates listed in the Fee Schedule?	Also, as per revised RFQ Section 4.2.2, "The Bidder must submit its pricing using the format set forth on the Fee Schedule accompanying this RFQ. Bidders are NOT permitted to alter or change the provided Fee Schedule format/category designations. Any additional or supplemented versions of the Authority-supplied Fee Schedule will not be accepted and will result in the Bidder's Qualification deemed non-responsive." b. Yes, NJEDA requires all compensation for media planning, buying, campaign management, optimization, reporting and reconciliation to be incorporated into the all-inclusive hourly rates listed in the Fee Schedule. As per revised RFQ Section 3.1.2 (D), "Net costs for all media purchases, including all related third-party expenses, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM (emphasis added), and shall not include any markup." Additionally, as per revised RFQ Section 4.2.2, "pricing offered on the Fee Schedule for the Positions/Titles associated with the staff member(s) responsible for planning, executing and placing media should reflect the Awarded Vendor(s) Fully Burdened Hourly Rate , including any associated markups that are applied to the net media cost (if applicable).(emphasis added) The NJEDA acknowledges that media purchases may have markup or commission associated with the purchases, however for the purposes of this RFQ, Bidders should account for all mark up in the Fully Burdened Hourly Rate. Net costs for all media purchases shall not include any markup. Additionally, net costs for all RFQ-related third-party expenses, including but not limited to third-party production and photography services, stock
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		photography and other licensed materials, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup.” (emphasis added) See revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
43.	Section 3.1 (page 16) - Marketing Consulting Services - Are agencies encouraged to submit qualifications for specific services (EX: creative development, media planning, and special projects, but not press outreach)?	Please refer to answer to #2
44.	Section 3.0/3.1, Scope of Work (pp. 16-19) If a Bidder does not propose to provide Press Outreach/Stakeholder Engagement services, would that Bidder still be eligible to receive Task Order Requests (TORs) that fall within Creative Development, Media Planning/Buying, or Special Projects/Initiatives, including special projects that may incorporate a stakeholder engagement component?	Please refer to answer to #2
45.	Section 3.1.1(A)(6), Existing Website (p. 16) What content management system (CMS) or platform does NJEDA's existing website currently run on, and is website hosting/infrastructure within the Awarded Vendor's scope, or is the Vendor's role limited to content, design, and SEO support on the existing platform?	The Authority uses WordPress for CMS. A contracted vendor is used for site maintenance. The vendor's role is limited to content design and SEO support.
46.	Section 3.1.2, Media Planning/Buying (p. 17) 1) Can NJEDA provide a general range for historical annual media spend under prior marketing consulting engagements, for the purpose of right-sizing a Vendor's proposed approach and staffing plan? 2) Separately, are media purchases invoiced by media vendors directly to NJEDA, or does the Awarded Vendor pay media vendors and seek reimbursement/pass-through billing from NJEDA?	1. In the last year, paid media purchases have included approximately \$10,000 in paid social media purchases for a clean energy campaign, and a \$400,000 purchase for billboards promoting the NJ RISE program. Please note that past media purchases are not an indicator of future needs. Additionally, please see revised RFQ Section 1.2 for additional historical information. 2) As per revised RFQ Section 3.1.2 (D), “Net costs for all media purchases, including all related third-party expenses, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM (emphasis added), and shall not include any markup.” As such, the Authority will, unless otherwise authorized by the DCM, reimburse the Awarded Vendor and

		will not pay the media vendor directly.
47.	Section 3.2, Small Business Equity (p. 19) For the multilingual/multicultural considerations referenced in this section and in Section 4.2.1, are there specific priority languages or audience segments (e.g., Spanish-language small business owners) that NJEDA has identified as most relevant to this engagement?	The Authority anticipates that most commonly; this will mean Spanish. For Federally-funded products, the Authority has made efforts to make information available in the following languages: • Spanish • Arabic • Mandarin • Cantonese • Gujarati • Hindi • Italian • Korean • Polish • Portuguese • Tagalog In these instances, the Authority has access to translation services to support translation of materials in these additional languages
48.	Section 3.6, Lead Account Manager/Director (p. 19) 1. Must the proposed Lead Account Manager/Director and Alternate Account Manager be full-time employees of the Bidder, or may these roles be filled by a subcontractor's personnel? 2. Additionally, must the required 5 years (Lead) and 3 years (Alternate) of account management experience be specifically on government or public-sector accounts, or is comparable private-sector experience of similar budget size acceptable?	1. As per revised RFQ Section 3.6, the Lead Account Manager/Director and Alternate Account Manager shall be full-time employees of the Awarded Vendor. Subcontractors are not permitted to fill these roles. 2. Required experience for key personnel need not be specifically related to government or public-sector accounts. As per RFQ Section 3.6, the key personnel roles "shall possess...demonstrated experience...for accounts of similar size, managing similar sized budgets." Private sector experience is acceptable.
49.	Section 3.0 – Scope of Work (Requirements of the Awarded Vendor) The RFQ states "neither the number nor the identification of services that may be involved is known at this time." Can the Authority provide an estimated annual budget range or historical spend/TOR volume under the prior contract to help appropriately size staffing and pricing models?	Please see revised RFQ Section 1.2 for additional historical information. The Authority has not disclosed the anticipated budget for this RFQ. Please be guided by the terms and requirements of the RFQ and refer to Section 3.9 pertaining to the Task Order Request (TOR) process. Specific budgets will be assigned to

		each individual TOR, as needed depending on the project.
50.	Section 3.1.1 – Creative Development, (B) Section 3.1.1(B) notes the Authority's Director of Marketing will determine "on a case-by-case basis" whether printing/production work is separately procured or assigned to the Awarded Vendor(s). Should Bidders include contingency management/markup capacity for this work in the Fee Schedule, or should it be priced only if and when assigned via a TOR?	Bidders should include ALL anticipated markup for all positions/titles identified on the Fee Schedule. This would include any contingency costs. As per revised RFQ Section 4.2.2, "pricing offered on the Fee Schedule for the Positions/Titles associated with the staff member(s) responsible for planning, executing and placing media should reflect the Awarded Vendor(s) Fully Burdened Hourly Rate , including any associated markups that are applied to the net media cost (if applicable).(emphasis added) The NJEDA acknowledges that media purchases may have markup or commission associated with the purchases, however for the purposes of this RFQ, Bidders should account for all mark up in the Fully Burdened Hourly Rate. See revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
51.	Section 3.1.2 – Media Planning/Buying, (C) Section 3.1.2(C) references an optional earned media/editorial placement program "in the event the Authority elects to move forward." Is this earned media component expected to be a regular part of the engagement, or a discretionary special project invoked only occasionally?	Earned media outreach is a typical component of the Authority's overall marketing program.
52.	Page 17–18, Section 3.1.3 – Press Outreach/Stakeholder Engagement For the multilingual/multicultural publication and channel considerations referenced in this section, can the Authority identify specific languages, media outlets, or stakeholder groups it currently prioritizes for outreach?	Please refer to Answer #47 for information regarding specific languages/audiences targeted for multilingual & multicultural marketing. Additionally, marketing efforts typically include outreach to state and national level media outlets, engagement with legislators and other elected official, chambers of commerce, municipal official and other economic development and business group, including those of a multicultural nature.
53.	Page 19, Section 3.2 – Small Business Equity Beyond producing multilingual creative materials, are there specific small business or veteran-owned business audience segments (by industry, region, or	While there are no specific small business or veteran-owned business audience segments (by industry, region, or language) the Authority wants prioritized at this time, this may

	language) the Authority wants prioritized under this section?	change during the term of the Contract should new initiatives or priorities arise. Please note that RFQ Section 3.2 identifies small businesses and service-disabled veteran businesses as examples only. Additional business segments may also be addressed. Additionally, Bidders are directed to review RFQ Section 4.2.1, which states, in pertinent part: "As part of the Management Overview and Technical Approach to Achieve the Scope of Work section of the Technical Qualification, the Bidder(s) should demonstrate (with case study examples where possible) how business equity and the ability to effectively communicate with and/or reach the small business audiences noted in Section 3.2 is considered as part of marketing efforts, as well as how business equity is incorporated into each of the major tasks as defined under Section 3.0."
54.	Page 19, Section 3.4 – Execution of Contracts Section 3.4 grants the Authority audit rights over the Awarded Vendor's financial records related to media contracts and rebates/discounts. Can the Authority clarify the expected frequency or format (e.g., annual audit, per-TOR reporting) of this review?	Auditing of monthly billing, invoices and related support documents will happen with each vendor invoice. Supplemental auditing related to media contracts and rebates/discounts is at the discretion of the DCM.
55.	Page 19, Section 3.5 – Management of Subcontractors Section 3.5 requires itemized direct cost detail for subcontractors as part of each TOR submission. Is there a required or preferred format/template for this itemization, or is it left to Bidder discretion?	No pre-determined format is required or preferred by the Authority. All expenses should be itemized on each invoice.
56.	Page 20, Section 3.9 – Task Order Request (TOR) Once the pool of up to six firms is established, will every TOR be competed among all pool members, or will the Authority also consider workload balancing, rotation, or specialization when assigning TORs?	As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors / Qualified Firms.
57.	Section 3.1.1. Does the Authority have existing brand guidelines, style guides, or a DAM (digital asset management) library we should review prior to kickoff?	The DCM will provide existing brand guidelines, style guides, or DAM (digital asset management) library information to Awarded Vendors as required.
58.	Section 3.1.1(B). For Creative Development, does the Authority intend to separately procure/bid production printing work, or will printing generally be assigned to the Awarded Vendor as production & media work?	As per RFQ Section 3.1.1 (B), "the Authority's Director of Marketing, or designee, will determine, on a case-by-case basis (emphasis added) , whether the Authority will separately procure and/or bid the production

		printing work or assign the work to the Awarded Vendor(s), as production & media work.”
59.	Section 3.1.1(A)(1). What volume and cadence of printed/digital collateral (kits, brochures, one-pagers, tear sheets) is anticipated in a typical quarter?	The Authority is unable to identify the quarterly volume or cadence of printed/digital collateral.
60.	Section 3.1.1(A)(4-5). Will branded video and photography be recurring needs, and does the Authority have preferred vendors/crews it already uses for production?	Branded video and photography needs are recurring. The Authority does NOT have a preferred vendor for this service.
61.	Section 3.1.1(A)(6). For website work, what CMS/platform does NJEDA's website run on, and what access or credentials will the Awarded Vendor be given?	The NJEDA website is built on WordPress. Access would be granted to Awarded Vendors on an “as needed” basis in order to complete edits.
62.	Section 3.1.2. For Media Planning/Buying, will the Authority provide historical media spend data and past campaign performance to benchmark against?	Please refer to answer #46. Additionally, please see revised RFQ Section 1.2 for additional historical information. The Authority will not provide past campaign performance information to Bidders. The Authority’s Director of Marketing may provide this information to Awarded Vendors as deemed necessary.
63.	Section 3.1.2(D); Page. 25, Section 4.2.2. Media purchase pricing must be all-inclusive in the hourly rate with no markup on net media cost — can the client confirm this is understood and there is no separate agency commission structure expected?	Confirmed. No separate agency commission structure is permitted or expected. As per RFQ Section 4.2.2, “pricing offered on the Fee Schedule for the Positions/Titles associated with the staff member(s) responsible for planning, executing and placing media should reflect the Awarded Vendor(s) Fully Burdened Hourly Rate , including any associated markups that are applied to the net media cost (if applicable).(emphasis added) The NJEDA acknowledges that media purchases may have markup or commission associated with the purchases, however for the purposes of this RFQ, Bidders should account for all mark up in the Fully Burdened Hourly Rate. See revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
64.	Section 3.1.2(C). If the Authority elects to pursue earned media/editorial placement (Section 3.1.2(C)), is	That decision would generally be made on a “per project” basis.

	that decision made per-project, and who signs off on the written plan before outreach begins?	The DCM will ensure proper Authority approvals have been obtained prior to initiating outreach.
65.	Section 3.1.3. For Press Outreach/Stakeholder Engagement, who on the NJEDA Communications team will collaborate on media list development, and what is the expected approval turnaround for pitches?	The DCM and any Authority staff deemed necessary will collaborate on media list development. Turn-around time for approval will vary depending upon project complexity.
66.	Section 3.1.4. Which Special Projects/Initiatives (Environmental/Community Revitalization, Tech/Life Sciences/Pharma, Small/Micro-Business, Other) are most likely to be activated first, and is there a rough timeline?	Unknown at this time.
67.	Section 3.2. How does the client want business/small-business equity (multilingual/multicultural materials, reaching veteran/service-disabled-veteran businesses) reflected in creative and media planning — is there an existing equity framework to align to?	The Authority has no requirements regarding how business/small business equity is reflected in creative and media planning. Additionally, there is no existing equity framework with which to align for marketing purposes.
68.	Section 3.3. Are there specific research programs (focus groups, media research, demographic studies, concept testing) planned that we should scope for now?	No.
69.	Section 3.7. After conclusion of a TOR, a summary report is due to the Director of Marketing within 5 business days — who internally will own drafting and approving these reports?	The Authority is unable to answer this question.
70.	Section 3.6/ Section 6.7.1. The RFQ requires a Lead Account Manager/Director with 5+ years managing similar-size accounts, plus an Alternate Account Manager with 3+ years — who are we proposing for each role, and are their resumes/3 references ready?	The Authority is unable to answer this question.
71.	Section 3.6. The Authority "prefers" (not mandatory) a dedicated account lead — should we propose a fully dedicated resource, or a shared resource, and what's the trade-off the client wants us to make?	The Authority is unable to answer this question.
72.	Section 3.7. / Section 4.2.2. Have we accounted for the cost of recurring "tracker call" teleconferences and TOR summary reports in our fee schedule, since no additional compensation is allowed for these?	The Authority is unable to answer this question.
73.	Section 3.9. Given the Authority makes no guarantee of TOR volume or minimum work, how should we plan internal staffing to avoid over- or under-committing resources during slow periods?	The Authority is unable to answer this question.
74.	Section 3.8. Section 3.8 ("Preparing and Filing the Set-Aside Contract Report") is marked "NOT APPLICABLE" — can the client confirm there is truly no set-aside reporting obligation for this engagement given the Small Business / Disabled Veteran-Owned Set-Aside boxes on the cover page are both marked "Not Applicable"?	Although the NJEDA highly encourages participation by Small Business and Disabled Veteran's firms, the NJEDA is seeking proposals from all marketing companies and has not limited participation.
75.	Section 3.6. 1. The RFQ states that the awarded vendor must provide a staff employee to serve as Alternate Account	1. Please see answer #48.

	Manager. May a named subcontractor or subconsultant who meets the three-year experience requirement and is disclosed on the required utilization form serve in this role, or must the Alternate Account Manager be a direct employee of the bidder? 2. For the Lead Account Manager and Alternate Account Manager requirements, please clarify the benchmark NJEDA will use for “accounts of similar size” and “similar sized budgets.” Is an approximate account or budget range available for bidders to use when documenting comparable experience?	2. While there is no specific benchmark for “accounts of similar size” and “similar sized budgets”, Bidders should refer to revised RFQ Section 1.2 for additional historical information and be guided accordingly.
76.	RFQ Page 12, All-Inclusive Hourly Rate; Page 19, Sections 3.4–3.5 Please clarify the distinction between: a. costs that must be included in all-inclusive hourly rates; b. reimbursable Core Production/Media costs; and c. other reimbursable direct third-party costs.	a. As per revised RFQ Section 2.1.1, Fully Burdened Hourly Rate is defined as: “the total actual cost to a business to employ a worker for one hour. This includes direct costs (base hourly wage or salary converted to an hourly rate), indirect costs, benefits, overhead and support. For purposes of this solicitation, it shall also include all fees, commissions, and mark-up to net costs for services or products provided by any third-party providers.” b. As per revised RFQ Section 2.1.1, Core Production/Media Work is defined as: “those direct costs payable to subcontractors, which go into the actual production of the product (i.e. photography services, printing, etc.).” Additionally, as per revised RFQ Section 3.1.2 (D), “Net costs for all media purchases, including all related third-party expenses, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup.” c. Other reimbursable third-party expenses are all RFQ-related third-party expenses, including but not limited to third-party production and photography services, stock photography and other licensed materials. As per revised RFQ Section 3.1.1 (B), “Net costs for all related third-party expenses shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup.”

77.	RFQ Page 17, Section 3.1.2(D) – Media Planning/Buying Will NJEDA pay media outlets and advertising platforms directly, provide advance funding, or require the Awarded Vendor to advance media expenditures and seek reimbursement?	See answer #46.
78.	RFQ Page 17, Section 3.1.2(D) – Media Planning/Buying If the Awarded Vendor must advance media costs, can the Authority provide the anticipated maximum amount that a vendor could be required to carry at one time and the expected reimbursement timeframe?	The Authority cannot provide an anticipated maximum amount that the Awarded Vendor may be required to carry at one time. Payment shall be made in accordance with P.L. 2018, c.127 which requires the contracting unit to pay a properly executed invoice within sixty (60) calendar days.
79.	RFQ Page 17, Section 3.1.2(D) – Media Planning/Buying Please clarify which costs are considered “net media costs.” Does this include platform fees, ad-serving fees, demand-side platform fees, data charges, credit-card or payment-processing fees, verification fees, cancellation charges, taxes and other mandatory third-party fees?	As per revised RFQ Section 3.1.2 (D), “Net costs for all media purchases, including all related third-party expenses, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM (emphasis added) , and shall not include any markup.”
80.	RFQ Page 17, Section 3.1.2(D) – Media Planning/Buying May an Awarded Vendor bill its contracted hourly rates for media research, planning, negotiation, trafficking, optimization, reconciliation and reporting in addition to reimbursement of approved net media costs?	Yes, an Awarded Vendor may bill its contracted hourly rates (as identified on the Fee Schedule) for media research, planning, negotiation, trafficking, optimization, reconciliation and reporting in addition to reimbursement of approved net media costs. An Awarded Vendor’s contracted Fully Burdened Hourly Rates as identified on the Fee Schedule should include all costs, including costs for media research, planning, negotiation, trafficking, optimization, reconciliation and reporting. See revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
81.	RFQ Page 17, Section 3.1.2 – Media Planning/Buying Who will own and control advertising accounts, audiences, pixels, conversion data, analytics properties, campaign history and platform credentials created or used during a TOR?	On the limited occasions we have executed a paid media campaign, the aforementioned activities were shared to some degree. For example, the Authority tracked conversion data, while identifying audiences was handled by NJEDA. Platform credentials for NJEDA platforms were shared with agency partners as needed.
82.	. RFQ Page 17, Section 3.1.2(D) – Media Contracts	The Authority will bear financial responsibility for any Authority-

	Where an approved media commitment is noncancelable, who bears the resulting cost if the Authority suspends, changes or terminates the applicable TOR?	approved non-cancelable media commitment that is suspended, altered or terminated at Authority direction.
83.	RFQ Page 17, Section 3.1.2(D), and Page 25, Section 4.2.2 Is markup prohibited only on net media purchases, or is markup also prohibited on printing, photography, video production, translation, research, mailing, events and other approved third-party production services?	As per revised RFQ Section 3.1.2 (D), "Net costs for all media purchases, including all related third-party expenses shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM (emphasis added) , and shall not include any markup."
84.	RFQ Page 19, Section 3.5 – Management of Subcontractors Must all potential Subcontractors be identified in the initial Qualification, or may an Awarded Vendor propose TOR-specific Subcontractors later, subject to approval?	All potential subcontractors need NOT be identified in the initial Qualification submittal. As per RFQ Section 5.7, Awarded Vendor(s) are permitted to substitute or add a Subcontractor/Subconsultant during the term of the Contract, subject to approval by the Designated Contract Manager.
85.	RFQ Page 19, Section 3.5 – Management of Subcontractors Must a proposed Subcontractor possess a New Jersey Business Registration Certificate at Qualification submission, before contract award, before inclusion in a TOR response, or before beginning work?	As per RFQ Section 4.2.5.3, a Bidder and its named Subcontractors must have a valid Business Registration Certificate ("BRC") issued by the Department of Treasury, Division of Revenue and Enterprise Services, prior to the award of a Contract (emphasis added) . To facilitate the Qualification evaluation and Contract award process, it is requested and advised that the Bidder should (emphasis added) submit a copy of its valid BRC and those of any named Subcontractors with its Qualification. Additionally, as per RFQ Section 5.7, Awarded Vendor(s) are permitted to substitute or add a Subcontractor/Subconsultant during the term of the Contract, subject to approval by the Designated Contract Manager. Approval of any substituted or added Subcontractor or Subconsultant will require possession of a valid BRC. .
86.	RFQ Pages 19–20, Section 3.6 – Lead Account Manager/Director May the Lead Account Manager/Director be an owner or principal of the Bidder?	Yes.
87.	RFQ Pages 19–20, Section 3.6 – Alternate Account Manager	The Lead Account Manager/Director and Alternate Account Manager shall be full-time employees of the

	The RFQ states that the Alternate Account Manager must be a “staff employee.” Must this individual be a W-2 employee of the prime Bidder, or may the Alternate Account Manager be an owner, independent contractor, employee of an approved Subconsultant, or other dedicated team member?	Awarded Vendor. Subcontractors are not permitted to fill these roles.
88.	RFQ Pages 19–20, Section 3.6 – Comparable Accounts a. How will the Authority define an account of “similar size” and “similar sized budgets”? b. Can the Authority provide an approximate annual account value or budget range that bidders should use when demonstrating comparable experience?	a. There is no specific benchmark or definition for “accounts of similar size” and “similar sized budgets”, b. Bidders should refer to revised RFQ Section 1.2 for additional historical information and be guided accordingly.
89.	RFQ Page 19, Section 3.6 – Dedicated Account Management Does the preference for a dedicated Lead Account Manager mean exclusively dedicated to NJEDA, or merely consistently assigned and available as the primary NJEDA contact?	“Dedicated” is meant only as it applies to the NJEDA contract, as TORs are assigned. It is understood that an agency account manager will support other clients.
90.	RFQ Page 20, Section 3.7 – Communications and Reporting Can the Authority estimate the normal frequency and duration of tracker calls and identify the reports expected during and after a TOR	Weekly or bi-weekly calls are typical during active TORs. Details of all time spent on a TOR are expected as part of a monthly project report. Please see revised RFQ Section 3.7. Additionally, as per revised RFQ Section 3.7: “Within five (5) business days of the conclusion of the Task Order Request, the Awarded Vendor(s) will submit to the Director of Marketing, or designee, a report summarizing the services.”
91.	RFQ Page 20, Section 3.7 – No Additional Compensation Does “no additional compensation” mean meeting and reporting hours may be included in the TOR’s estimated labor hours but may not be charged as separate line-item fees, or does it mean all such labor is entirely nonbillable?	All costs for required reporting shall be incorporated in the Fully Burdened Hourly Rates submitted on the Fee Schedule. Labor hours for all reporting requirements shall be included and identified in the TOR response.
92.	RFQ Pages 20 and 47–48, Sections 3.9 and 8.2 – TOR Responses May a Qualified Firm decline or submit a “no response” to a TOR because of capacity, lack of applicable expertise, schedule, conflict, or other business reasons without negatively affecting its standing in the pool?	Yes.
93.	Section 11 / Section 3.0, Budget (not specifically addressed in RFQ) Can NJEDA provide an approximate annual budget range for marketing consulting services as a whole (distinct from media placement spend, addressed separately in Question 4 (now question #46 on this Addendum)), to help Bidders calibrate proposed staffing levels and Fee Schedule positions to realistic engagement size?	The Authority cannot provide an annual budget range for marketing consultant services as a whole. The Authority has not disclosed the anticipated budget for this RFQ. Furthermore, specific budgets will be assigned to each individual TOR, as needed depending on the project. Please be guided by the terms and

		requirements of the RFQ and refer to Section 3.9 pertaining to the Task Order Request (TOR) process.. Additionally, please see revised RFQ Section 1.2 for additional historical information.
94.	3.1.1, Page 16, Creative Development: How frequently does the NJEDA anticipate urgent or creative media requests?	Projects assigned to a contracted vendor are not typically of a highly urgent nature. Urgent, often “one-off” creative needs are generally handled by in-house designers.
95.	3.1.1, Page 16, Creative Development: How long do you foresee the length of the branded video? What format? Sit-down interview, B-roll, several locations, etc.?	Video projects vary in nature. Historically, NJEDA and associated marketing firms have completed video projects ranging from 30 seconds to three- to four-minutes.
96.	3.1.1, Page 16, Creative Development: How often does the NJEDA expect progress reports or status updates?	Monthly reporting is typical, with updates requested at points in between. Timing is dependent on urgency. Please see revised RFQ Section 3.7. Additionally, as per revised RFQ Section 3.7: “Within five (5) business days of the conclusion of the Task Order Request, the Awarded Vendor(s) will submit to the Director of Marketing, or designee, a report summarizing the services.”
97.	3.7, Page 20, Communications - Reporting / Team Teleconference Meetings: How often do teleconferences occur? For example, are they held weekly, biweekly, or monthly? How long do they typically last?	Weekly or bi-weekly calls of a typical duration of 30 minutes are typical during an active TOR.
98.	3.1.4, Page 18, SPECIAL PROJECTS AND INITIATIVES: What is considered a “special project”? Format? For example, press conferences, business conference style, networking events, groundbreaking, etc.	Term “special projects” is intended in the broadest sense, and could include events, media outreach, collateral development, or any of the range of initiatives described in the RFQ.
99.	3.12, Page 17, Media Planning/Buying: 1) Is there a separate budget for media buying and planning? 2) Would the awarded Agency execute the contracts or would the NJEDA?	1) Please refer to answer #93. 2) Both the Awarded Vendor(s) and the Authority may execute the contract
100.	Section 3.1, page 16: Will the Authority's brand guidelines be made available to Bidders now, or only after Contract award, so the Awarded Vendor(s) can keep creative and messaging consistent across all deliverables?	Brand guidelines will be made available to Awarded Vendors working on assigned TORs.
101.	Section 3.1.2(D), page 17: The Scope of Work says net media costs can't include markup, but the Fee Schedule	As per RFQ Section 4.2.2, “pricing offered on the Fee Schedule for the

	instructions (Section 4.2.2, page 25) ask Bidders to build media markup into the fully burdened hourly rate. Could the Authority clarify how vendor compensation for media planning/buying is meant to work given these two provisions?	Positions/Titles associated with the staff member(s) responsible for planning, executing and placing media should reflect the Awarded Vendor(s) Fully Burdened Hourly Rate , including any associated markups that are applied to the net media cost (if applicable).(emphasis added) The NJEDA acknowledges that media purchases may have markup or commission associated with the purchases, however for the purposes of this RFQ, Bidders should account for all mark up in the Fully Burdened Hourly Rate. As such, Bidders must include all of their proposed markups and costs related to media buying and placement in their Fully Burdened Hourly Rate proposed on the Fee Schedule. As per revised RFQ Section 3.1.2 (D), “Net costs for all media purchases, including all related third-party expenses, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup.” See revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
102.	Section 3.1.3, page 18: Does the Authority have preferred media outlets, publications, or formats for press outreach and earned media placement? This would help Bidders shape their approach to Press Outreach/Stakeholder Engagement	The Authority does not have any preferred media outlets, publications, or formats for press outreach and earned media placement. Target publications vary widely, to include business, technology, trade and industry, and general news outlets. Efforts to promote applications for specific programs typically require outreach to media targeting in-state businesses, but there is a general need for national/international press at times, to support brand awareness.
103.	Section 3.1.4, page 18: For Special Projects requiring sector-specific expertise (e.g., Technology/Life Sciences/Pharma, Environmental/Community Revitalization), would these typically go to one Awarded Vendor with relevant experience, or be split across multiple Qualified Firms?	Special Projects shall be assigned in accordance with the RFQ Section 3.9, Task Order Request and RFQ Section 8.2, Method of Operation.

104.	Section 3.2, page 19 (also referenced in Section 4.2.1, page 23): Are there any examples or a preferred format the Authority can share for how past multilingual/multicultural campaign work should be presented in the Technical Qualification narrative?	There are no examples of past multilingual/multicultural campaign work, nor a preferred format, that the Authority can provide.
105.	Section 3.6, pages 19-20: Given the five-year experience requirement for the Lead Account Manager/Director and three-year requirement for the Alternate Account Manager, can one person fill either role for a sole proprietorship or small firm if they meet the experience threshold, or are two distinct individuals required regardless of firm size?	As per revised RFQ Section 3.6, it is required that two (2) separate individuals' function in the key personnel roles identified. As stated in pertinent part: "In addition to the dedicated Lead Account Manager / Director, the Awarded Vendor(s) must provide a full-time staff employee who will serve as an Alternate Account Manager, in the absence of the dedicated Lead Account Manager / Director. " (emphasis added).
106.	Section 3.7, page 20: Roughly how often should Bidders expect teleconference meetings for reviewing project scopes and progress — weekly, bi-weekly, monthly? This would help in accounting for that time in the proposed approach and Fee Schedule.	Weekly or bi-weekly calls are typical during active TORs. Details of all time spent on a TOR are expected as part of a monthly project report. Please see revised RFQ Section 3.7.
107.	Section 3.1 (Marketing Consulting Services), Subsections 3.1.1 through 3.1.4 For the four service categories described in Sections 3.1.1 through 3.1.4: (a) what deliverable formats does the Authority expect at the conclusion of an engagement — for example, with respect to Creative Development, whether native and production-ready files, packaged asset libraries, and associated usage rights are expected in addition to finished creative; and (b) what review and revision cycle does the Authority typically follow, including the number of review rounds generally anticipated prior to approval?	A, The Authority would typically expect digital files for all creative and media related materials. Specific deliverables will be identified with each TOR. B. Typically the Authority expects 1-3 rounds of revisions, depending on the scope of the TOR and the ability of the Awarded Vendor to deliver and fulfill requirements.
108.	Section 3.1.2 (Media Planning/Buying) Section 3.1.2(D) provides that the Awarded Vendor shall execute contracts with media and negotiate rates, while Sections 3.1.2(B) and (E) provide that the Authority directs placement and makes all final determinations. (a) Does the Authority currently hold direct relationships, retainers, or negotiated rate agreements with any media outlets or platforms that an Awarded Vendor would be expected to work through or honor? (b) Does the Authority maintain platform-level advertising accounts — for example, Google Ads, Meta, or LinkedIn — that would be used for digital placement,	(a.) The NJEDA does not currently hold such agreements. (b.) The Awarded Vendor would generally be expected to place platform-level advertising on the Authority's behalf.

	or is the Awarded Vendor expected to place through its own accounts?	
109.	Section 3.1.3 (Press Outreach/Stakeholder Engagement) Section 3.1.3(B) provides that the Awarded Vendor shall incorporate stakeholder engagement and coordination with business and trade associations, public officials, or other stakeholder groups. Can the Authority clarify whether the phrase "other stakeholder groups" is intended to encompass entities such as county and municipal economic development organizations, chambers of commerce, utilities, and colleges and universities? If so, are any of these categories a particular priority for the initial contract term?	"Other stakeholder groups" could include county and municipal economic development organizations, chambers of commerce, utilities, and colleges and universities, business owners, entrepreneurs, investors as well as other stakeholder groups as deemed relevant to a particular outreach effort. None of these specific stakeholder groups or categories have been identified as a priority during the initial contract term.
110.	Section 3.2 (Small Business Equity) Section 3.2 identifies small businesses and veteran/service-disabled veteran businesses as target audiences, and Section 4.2.1 (Page 23) asks Bidders to demonstrate how business equity is incorporated into each major task. Beyond the audiences expressly named in Section 3.2, are there additional small business segments the Authority regards as priorities for outreach — for example, minority-owned, women-owned, or immigrant-owned businesses? Relatedly, are there specific languages, beyond Spanish, that the Authority has prioritized or expects to prioritize for multilingual materials?	RFQ Section 3.2 identifies small businesses and service-disabled veteran businesses as examples only. Additional business segments may also be addressed, including, but not limited to, those for which certification through the NJ Division of Revenue and Enterprise Services' Uniform Certification Service is available. Please see www.njportal.com/DOR/SBERegistry/ for additional information. Please refer to answer #47 regarding specific languages for multilingual outreach.
111.	Section 3.7 (Communications – Reporting / Team Teleconference Meetings) Section 3.7 provides that no additional compensation will be provided for participation in teleconferences or for preparing and submitting required reports, and Section 4.2.2 (Page 25) directs Bidders to consider the costs associated with these meetings and reports when preparing the Fee Schedule. So that Bidders may price this obligation on a consistent basis, can the Authority provide its expectation as to the typical frequency and duration of tracker call teleconferences during an active Task Order — for example, weekly or biweekly, and approximate call length?	Weekly or bi-weekly tracker call conferences are held during an active TOR and are typically of no more than 30 minutes in duration.
112.	Section 3.9 (Task Order Request) Section 3.9, read with Section 8.2 (Page 47), establishes that the Awarded Vendor must return the Conflict of Interest Certification Statement within two business days and the Task Order Response within five business days of receipt of the TOR packet, and that no	

	work may begin until the Authority issues a written notice to proceed. (a) Following submission of Exhibit B3, what is the Authority's typical timeframe for issuing a notice to proceed? (b) Where circumstances permit, does the Authority typically provide advance notice to the vendor pool that a TOR is forthcoming, or is the TOR packet generally the first notification?	(a.) Notice to proceed is typically provided within one to two weeks of a TOR submission deadline. (b.) A TOR packet is generally the first notification of need for engagement.
113.	Section 3.9 (Task Order Request) Section 3.9 states that there is no guaranteed minimum number of TORs the Authority may issue. For resourcing purposes only, can the Authority provide historical context regarding TOR volume under its predecessor marketing consulting contract — for example, the approximate number of task orders issued annually, the typical duration of a task order from notice to proceed to completion, and whether issuance has followed any seasonal or program-driven pattern?	Please see revised RFQ Section 1.2 for additional historical information. Specifically, the Authority is not able to identify typical TOR duration and issuance patterns. All TORs are project specific and will vary depending on the needs and priorities.
114.	Page 18, Section 3.1.4 Special Projects and Initiatives) Which of the four Special Projects and Initiatives listed in the RFQ does NJEDA anticipate prioritizing for marketing and promotion?	Any of these Special Projects or Initiatives could be deemed "priority."
115.	§3.1.1(6) (website design/programming/interactive features): What is NJEDA's current website platform/CMS, and will awarded vendors work directly within it (with CMS/staging access) or deliver assets to NJEDA staff or an existing web vendor? Is there an existing NJEDA or State design system / component library that digital work must be built within?	NJEDA's website is built on WordPress. Typically, direct modification to the website would be made by NJEDA staff, but there may be occasions where access to make changes could be granted to a vendor. These changes would generally be made within the NJEDA's template, though exceptions are likely as the website evolves.
116.	§3.1.1(6): What accessibility standard must digital deliverables meet (e.g., WCAG 2.1 AA, Section 508), and does it apply across web, email, social, and PDF assets?	The Authority's specific accessibility standards and their application(s) will be shared with the Awarded Vendors.
117.	3.1 Marketing Consulting Services - What was the approximate annual spend under the prior marketing consulting contracts? How much of this spend was for paid media? - Can NJEDA provide TOR volume by service category (Creative, Media Buying, Press Outreach, Special Projects, Research) for the prior contract?	Please see revised RFQ Section 1.2 for additional historical information. The Authority spent approximately \$10,000 for paid media. The Authority is not able to provide TOR volume by service category.
118.	3.1.1 Creative Development: Will OOP production costs (i.e. translation services, photography, printing, video production, etc.) be separately compensated under TORs or included in the overall project cost?	OOP costs will generally be included in the overall project cost, with some exceptions. For example, NJEDA maintains contracts with translation services.

	• How much website design, programming, and development support was required under the prior contracts? • Will the Awarded Vendors be expected to perform direct development within the CMS, or only provide recommendations, designs? • Does NJEDA currently have an internal web development team or third-party web development vendor responsible for implementing website changes? • Does NJEDA anticipate requiring full website redesign initiatives during the contract term, or primarily ongoing enhancements to existing properties	• Limited website design, programming, and development support has been required under prior contracts. • Generally, this will take the form of recommendations. • NJEDA staff typically conducts web updates and development, and also contracts with a maintenance vendor. • Website work will likely consist of ongoing enhancement.
119.	3.1.2 Media Planning/Buying: • What KPIs will NJEDA use to evaluate success of the media campaigns?	Key performance indicators (KPIs) will include media coverage, impressions, engagement, and other standard metrics.
120.	3.1.3 Press Outreach/Stakeholder Engagement: • Can NJEDA provide examples of stakeholder organizations considered priorities? • How frequently does NJEDA anticipate requiring press conferences or media events?	• Stakeholder organizations could include county and municipal economic development organizations, chambers of commerce, utilities, and colleges and universities, business owners, entrepreneurs, investors as well as other stakeholder groups as deemed relevant to a particular outreach effort. • The Authority rarely hosts press conferences or media events independently but often does so in partnership with other entities. Awarded Vendors are typically relied upon to support media outreach efforts.
121.	3.1.4 Special Projects and Initiatives: • Which special initiative categories are expected to be highest priority over the next 12 months?	Authority priorities will align with Sherrill administration priorities for economic development.
122.	3.6 Lead Account Manager/Director: • Will the proposed Lead Account Manager be expected to participate on every TOR?	The Lead Account Manager will be expected to participate on each TOR effort, unless the Alternate Account Manager is assigned.
123.	Section 3.1.2(D) (Media Planning/Buying): Please confirm whether printing purchases, photography, production, and other approved third-party costs will be treated consistently with media purchases, meaning they will be passed through at net cost without markup, with the Awarded Vendor's related labor billed at the contracted hourly rates.	As per revised RFQ Section 3.1.2 (D), "Net costs for all media purchases, including all related third-party expenses shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM (emphasis added) , and shall not include any markup."

124.	Section 3.7 (Communications - Reporting and Team Teleconference Meetings): Since Section 4.2.2 instructs Bidders to account for the costs of meetings and reports when preparing the Fee Schedule, can the Authority clarify the expected frequency of tracker-call teleconferences and reports, including whether they are anticipated weekly or monthly and whether meetings are expected to be held virtually or in person in Trenton?	Please refer to answers #90 and #96. As per revised RFQ Section 3.7, the Authority “may ask Awarded Vendor(s) to participate in teleconferences or virtual meetings. In-person meetings are not expected but will be at the discretion of the DCM.”
125.	Section 3.9 (Task Order Request): To help Bidders propose appropriate staffing and competitive rates, can the Authority share the anticipated annual budget or spending range for this Contract, the approximate number of TORs issued annually under the predecessor contract, or the typical dollar range of individual Task Orders? Additionally, will TORs generally be issued and evaluated by service category?	Please refer to answer #93. Additionally, TORs will be issued on a project basis and, as per RFQ Section 8.2.1.1, the Designated Contract Manager (DCM) will “review and evaluate Awarded Vendor(s)/Qualified Firm(s)’ responses based upon the strength of the underlying TOR Response/TOR Proposal in relation to the requested services and required expertise.
126.	Section 3.1 – Marketing Consulting Services a. - Approximately what percentage of work historically falls within each of the following service categories: - Creative Development - Media Planning/Buying - Press Outreach/Stakeholder Engagement - Special Projects and Initiatives b. - Will one firm typically provide integrated services across multiple service categories, or does the Authority anticipate issuing separate Task Order Requests by discipline? c. - Will NJEDA provide existing brand guidelines, messaging architecture, templates, and creative assets to Awarded Vendors, or should agencies anticipate developing these materials as part of individual Task Order Requests?	a. Please see revised RFQ Section 1.2 for additional historical information. b. Task Order Requests will typically be issued for specific projects and are not necessarily discipline based. c. The NJEDA will provide branding guidelines, messaging, and creative assets, with the exception of those expected to be developed as part of a TOR.

127.	Section 3.1.2(C) & Section 3.1.3 – Press Outreach / Stakeholder Engagement - Can the Authority clarify its expectations regarding performance reporting and success metrics for earned media and press outreach initiatives? - Will multilingual media outreach and ethnic media relations be included within Press Outreach Task Order Requests when appropriate?	- Contracted agencies are expected to provide monthly performance reports. Earned media is assessed based on impressions, number of placements, and advertising equivalents. - Multilingual and ethnic media relations may be included within any TORs.
128.	Section 3.2 – Small Business Equity - Beyond multilingual creative and media planning, how does the Authority envision agencies demonstrating and incorporating its Small Business Equity objectives throughout project execution? - Will multilingual creative adaptation and translation services typically be included within individual Task Order Requests or procured separately?	Outreach and promotion targeting small businesses is customized based on the specific initiative and audience involved. Multilingual translation and creative adaptation would typically be handled through translation services agencies contracted with NJEDA, outside of any TORs related to this procurement.
129.	Section 3.9 – Task Order Requests (TORs) - Can the Authority provide historical information regarding the number of Task Order Requests issued annually, the average Task Order value, and the largest Task Order issued under the current contract? - Will Task Order Requests be evaluated solely on qualifications and pricing, or will other criteria (such as relevant experience, proposed team, technical approach, and project methodology) also be evaluated? - Will Awarded Vendors have an opportunity to present or discuss their Task Order responses prior to selection? - Will all qualified firms receive each Task Order Request, or will the Authority selectively distribute Task Order Requests based on subject matter expertise? - Will there be opportunities for Awarded Vendors to propose proactive marketing initiatives outside of the formal Task Order Request process?	- Please see revised RFQ Section 1.2 for additional historical information. - As per RFQ Section 8.2.1.1, the Designated Contract Manager (DCM) will “review and evaluate Awarded Vendor(s)/Qualified Firm(s)’ responses based upon the strength of the underlying TOR Response/TOR Proposal in relation to the requested services and required expertise. - Presentations by Awarded Vendors related to TOR responses are at the discretion of the DCM. - As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms. - Opportunities to propose proactive marketing initiatives will be at the discretion of the DCM.
130.	Section 3.9 Task Order Request (TOR) - For future TORs issued to qualified firms, can NJEDA share whether task-order awards will be based primarily on scope-specific qualifications, proposed approach, pricing, turnaround time, or another evaluation mix?	As per RFQ Section 8.2.1.1, the Designated Contract Manager (DCM) will “review and evaluate Awarded Vendor(s)/Qualified Firm(s)’ responses based upon the strength

		of the underlying TOR Response/TOR Proposal in relation to the requested services and required expertise.
131.	Section 3.9 Task Order Request (TOR) - Can NJEDA provide any additional guidance on the expected response time for TORs once issued, so bidders may assess whether their staffing and workflow can support the anticipated turnaround requirements?	The expected timeline for TOR response is addressed in RFQ Section 8.2. Deviation from this timeline will be at the discretion of the DCM.
	Section 4 specific questions:	
132.	RFQ Page 22, Section 4.2.1 If a media-only qualification is permitted, should the bidder complete only the portions of the Technical Qualification and Fee Schedule applicable to Media Planning/Buying?	While Bidders are not required to provide all of the services outlined in Section 1.1, Purpose and Intent as well as Section 3.0, Scope of Work, Bidders should note that proposals will be evaluated and ranked on the Bidders' demonstrated ability to successfully complete the work outlined in Section 3.0, Scope of Work. This includes all services listed. As such, Bidders should address all items outlined in RFQ Section 4.2.1 to the best of their ability. Additionally, please note that per Section 6.7.1, Qualifications/Experience Evaluation Criteria, proposals will be evaluated and ranked on "The Bidders demonstration that the Bidder understands the requirements of the Scope of Work and presents an approach that would permit successful performance of the technical requirements of the Contract." As per revised RFQ Section 6.7.2, "Bidders shall not alter this Fee Schedule and should provide pricing for all sections. Altering the form will result in the Qualification being rejected as nonresponsive. If the Bidder will supply an item on a price line free of charge, the Bidder must indicate "No Charge" on the Authority-supplied Fee Schedule accompanying this RFQ solicitation. The use of any other identifier may result in the Bidder's Qualification being deemed

		non-responsive. A cell left blank will be considered "No Charge".
133.	Page 22–23, Section 4.2.1(II) – Management Overview and Technical Approach Is there a page limit or preferred length for the Management Overview and Technical Approach narrative described in Section 4.2.1(II)?	There is no page limit nor preferred length.
134.	Page 25, Section 4.2.2 – Fee Schedule (Mandatory Submission) Section 4.2.2 directs that media-related staff rates reflect a "fully burdened hourly rate" inclusive of any markup otherwise applied to net media costs. Can the Authority provide a worked example or template illustrating how this calculation should be presented on the Fee Schedule?	As per revised RFQ Section 6.7.2, "Bidders shall not alter this Fee Schedule and should provide pricing for all sections. Altering the form will result in the Qualification being rejected as nonresponsive. If the Bidder will supply an item on a price line free of charge, the Bidder must indicate "No Charge" on the Authority-supplied Fee Schedule accompanying this RFQ solicitation. The use of any other identifier may result in the Bidder's Qualification being deemed non-responsive. A cell left blank will be considered "No Charge". While the Authority will not provide an example, please see revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate for clarity.
135.	Page 29, Section 4.2.3 – Small Business Enterprise Set-Aside / Disabled Veterans' Business Set-Aside The RFQ cover sheet marks the Small Business/DVOB Set-Aside designation as "Not Applicable," yet this section encourages SBE/DVOB certification and requires evidence of certification/application with the Qualification. Can the Authority clarify whether SBE/DVOB certification status has any bearing on competitive scoring, or is it solely for informational/reporting purposes?	Please see revised RFQ Section 4.2.5.6 and revised RFQ Section 4.2.5.7 for clarification. Although the NJEDA highly encourages participation by Small Business and Disabled Veteran's firms, the NJEDA is seeking proposals from all marketing companies and has not limited participation. As such, SBE/DVOB certification will not have any bearing on competitive scoring for Bidders of this RFQ or to whom the Awarded Vendor(s) market Authority programs. Additionally, Bidders are directed to review RFQ Section 4.2.1, which states, in pertinent part: "As part of

		the Management Overview and Technical Approach to Achieve the Scope of Work section of the Technical Qualification, the Bidder(s) should demonstrate (with case study examples where possible) how business equity and the ability to effectively communicate with and/or reach the small business audiences noted in Section 3.2 is considered as part of marketing efforts, as well as how business equity is incorporated into each of the major tasks as defined under Section 3.0."
136.	Section 4.2.5.3. Do we have a current, valid NJ Business Registration Certificate (BRC), and if subcontractors are named, do they as well?	The Authority is unable to answer this question. For reference, all awarded Vendors are required to have a valid New Jersey Business Registration. Please refer to Sections 1.4.8 and 4.2.5.3 of the RFQ for detailed instruction.
137.	Section 4.2.4.2. Is our Ownership Disclosure Form current (any ownership change in the last 6 months must be reflected), and is it ready to accompany the Qualification as a mandatory submission?	The Authority is unable to answer this question. For reference, all compliance need to be provided regardless of whether NJEDA had it in the past or not. Please refer to Section 4.2.4.2 of the RFQ for detailed instruction.
138.	Section 4.2.5.5. Do we have an active NJ Certificate of Employee Information Report (EEO), or do we need to initiate/renew one before submission?	The Authority is unable to answer this question. Please refer to Section 4.2.5.5 of the RFQ.
139.	Section 4.2.5.4. Are we prepared to certify (Source Disclosure) that all services, including subcontracted work, will be performed within the United States?	The Authority is unable to answer this question. Please follow instructions on the Source Disclosure form.
140.	Section 4.2.5.1/ Section 4.2.5.15. Do we need to complete the Disclosure of Investment Activities in Iran form and the Certification of Non-Involvement in Russia/Belarus form prior to award — are there any facts we need to gather first?	The Authority is unable to answer this question. Please refer to instructions under Section 4.2.4 of the RFQ.
141.	Section 4.2.5.11. Have we reviewed the Diane B. Allen Equal Pay Act reporting obligation, since our services likely fall under "qualifying services"?	The Authority is unable to answer this question. Please refer to Section 4.2.5.11 of the RFQ.
142.	Section 4.2.5.13. Is our current insurance coverage sufficient to meet the certificate requirements in Exhibit A (Section 7), naming NJEDA as Additional Insured?	The Authority is unable to answer this question.

		Please refer to Section 7 of the Exhibit A Contract specimen.
143.	Section 4.2.5.6-4.2.5.8. Does the client want to pursue Small Business Enterprise (SBE), Disabled Veterans' Business, MBE/WBE, or other certifications noted in the RFQ, and if so, is an application already in process?	The Authority is unable to answer this question. Please refer to Sections 4.2.5.6 and 4.2.5.7 of this RFQ.
144.	Section 4.2.2. Have we reviewed the Authority-supplied Fee Schedule format, and confirmed we will not alter its structure or categories (any deviation renders the Qualification non-responsive)?	The Authority is unable to answer this question. For reference, please refer to answer #134.
145.	Section 4.2.2. For positions responsible for planning/executing/placing media, are we building the fully burdened hourly rate to already include any markup on net media cost, since no separate markup is allowed?	The Authority is unable to answer this question.
146.	Section 4.2.2.3/ Section 5.2. Pricing must remain firm for the full contract term and extensions unless an annual escalator is proposed in the Fee Schedule — does the client want us to include an escalator, and at what percentage?	The Authority is unable to answer this question. For reference, please note that the Fee Schedule does include an opportunity for Bidder's to offer an Annual Percentage Price Escalator that is applicable to optional extension years only.
147.	Section 4.2.2. Are there any items we intend to provide at no charge, and have we correctly labeled them "No Charge" on the Fee Schedule (any other label risks non-responsiveness)?	The Authority is unable to answer this question. For reference, please refer to answer to #134.
148.	Section 4.2.1.1. The Technical Qualification must include a mandatory "Potential Problems" summary — what risks or challenges does the client foresee (e.g., approval bottlenecks, media budget constraints, compressed TOR turnaround times) that we should proactively address in our response?	The Authority is unable to answer this question.
149.	Section 4.2.2.2/ Section 5.17. Since C.O.D. terms are not acceptable and pricing must be firm, does the client foresee any cash-flow risk given standard invoicing timelines (submission within 90 days of service)?	The Authority is unable to answer this question.
150.	Section 4.2/ Section 4.2.1. The RFQ text embeds a stray question — "Press Outreach/Stakeholder Engagement - How are multilingual/multicultural publications considered when doing press outreach" — appears twice, once in the general instructions and once tied to the Technical Qualification narrative. Should we treat this as a required narrative response, and does the client have existing multilingual outreach examples we can reference?	The Authority is unable to answer this question. For reference, please see revised RFQ Section 4.2 and revised RFQ Section 4.2.1.
151.	Section 4.1/ Section 4.2.5.6. The Bidder's Checklist referenced throughout (for mandatory forms and set-aside/demographic forms) was not included — can the client confirm it has been downloaded from the NJEDA	The Authority is unable to answer this question. For reference, all documents contained in the Bidder's checklist

	bidding portal so we can map every mandatory-vs-prior-to-award form?	can be found on the Authority's website - https://www.njeda.gov/bidding
152.	RFQ Cover Page and Section 4.2.5.6 – Small Business Enterprise The cover page indicates that this procurement is not a Small Business Set-Aside, while Section 4.2.5.6 discusses submission of evidence of an SBE application or certification. Is SBE application or certification mandatory for every Bidder, or only for bidders claiming SBE status?	Please refer to answer #135.
153.	RFQ Pages 24–25, Section 4.2.1(V–VII) – References Please clarify whether the Authority requires: a. three references for every individual key team member; b. three organizational references for the Bidder; or both sets of references. c. May the same client serve as both an individual and organizational reference where appropriate?	RFQ Section 4.2.1.VI states “If key team members are being proposed, and resumes are submitted, an individual’s resume should (emphasis added) include at least three (3) client references applicable to the Scope of Work, including contact names, job title, telephone numbers and e-mail addresses.” As such, client references for key team members are preferred, but NOT required. However, please note that, per RFQ Section 4.2.1.VII.E, the Bidder is required (emphasis added) to “provide a listing of three (3) client references, which includes contact names, titles and telephone numbers for which the organization has provided services (emphasis added) . The beginning and ending dates of the provided services must be included.” Yes, the same client may serve as both an individual and organizational reference.
154.	RFQ Page 24, Section 4.2.1(II)(C) – Maximum Timeline The Technical Qualification must show the ability to complete the work within the “maximum timeline,” but no maximum timeline appears to be stated. What timeline or turnaround standard will be used for evaluation? The submission requirements call for three separate volumes and require a detailed approach, work plan, team resumes, references and prior experience.	The timeline for each specific project/TOR will be identified in each TOR request. Given the unique nature of each TOR, each timeline will vary. Typical initiatives will be executed over a period of three to six months,
155.	RFQ Pages 25 and 44, Section 4.2.2 and Bidder’s Fee Schedule The Fee Schedule lists standardized titles and hourly rates but does not provide estimated quantities or hours. How will the “lowest total price for all services and products” be calculated for evaluation—simple addition of all hourly rates, a weighted evaluation using estimated hours, or another method?	Bidder’s pricing will be evaluated in accordance with RFQ Section 6.7.2, which states: “For evaluation purposes, Bidder’s pricing will be ranked and weighted according to the lowest total price for all services and products, (emphasis added) per the Fee Schedule

		accompanying this RFQ.” In other words, the sum of all hourly rates will be ranked and weighted.
156.	RFQ Page 25 and Fee Schedule Instructions – No Charge/Blank Cells The RFQ instructs bidders to enter “No Charge,” while the Fee Schedule states that a blank cell will be considered “No Charge.” Please confirm whether a Bidder should enter “No Charge,” zero, or leave the cell blank.	As per revised RFQ Section 6.7.2, “Bidders shall not alter this Fee Schedule and should provide pricing for all sections. Altering the form will result in the Qualification being rejected as nonresponsive. If the Bidder will supply an item on a price line free of charge, the Bidder must indicate “No Charge” on the Authority-supplied Fee Schedule accompanying this RFQ solicitation. The use of any other identifier may result in the Bidder’s Qualification being deemed non-responsive. A cell left blank will be considered “No Charge”.”
157.	RFQ Page 25, Section 4.2.2 – Media Markup The RFQ directs bidders to account for media markup or commission in the fully burdened hourly rate, although media spend will vary by TOR. Please explain how bidders should calculate and incorporate a variable media commission into a fixed hourly rate	Please see answer to #101.
158.	RFQ Page 26, Section 4.2.2.5, and Page 33, Section 5.2 – Price Adjustment Page 26 states that pricing will remain firm throughout the contract and extensions, while Page 33 permits an annual percentage escalator for extension periods if included in the Fee Schedule. Please confirm that the escalator may be applied during each one-year extension option.	Pricing, as provided on the Fee Schedule (including any proposed Annual Percentage Price Escalator indicated on the Fee Schedule) shall remain firm throughout the term of the Contract, including any extensions. Said Escalator will be applied during each one-year extension that is exercised by the Authority.
159.	4.2.1, Page 22, Technical Qualification (Mandatory Submission with Qualification): Will translated materials need review or approval from internal staff or external partners?	The Authority typically validates translated materials with an internal NJEDA staff member for whom the relevant language is familiar.
160.	4.2 Page 23, Qualifications Content and Submission Order: What languages are critical for the NJEDA to disseminate information in?	Please refer to answer #47
161.	4.2 Page 23, Qualifications Content and Submission Order: Which resident populations and language groups are the highest priority under the NJ Economic Development Authority Plan?	Please refer to answer #47
162.	4.2 Page 23, Qualifications Content and Submission Order: What level of involvement is expected from the selected firm in organizing or attending community meetings,	NJEDA staff is typically responsible for execution of event logistics. However, Awarded Vendors may be relied upon for event planning,

	resident forums, and stakeholder events, including in-person participation? Negotiation of contracts, event planning, set up, break down, etc.)	logistical support, event promotion and media outreach.
163.	4.2, Page 23, Qualifications Content and Submission Order: Would the awarded Agency be responsible for the translation services?	The NJEDA maintains contracts with translation services firms and would likely handle this function via those contracts.
164.	Section 4.2.1 – Technical Qualification Can the State confirm whether there is a page limit for the Technical Qualifications volume, excluding resumes and references? If so, please specify the applicable page limit.	No, there is no page limit.
165.	Section 4.2.1.VI – References for Proposed Staff On Page 24 it states, "References shall be provided for proposed staff." Can the State confirm whether references must be specific to each proposed staff member and whether the listed client may be contacted to discuss that individual's work and value added?	For clarity, RFQ Section 4.2.1 VI states: "If key team members are being proposed, and resumes are submitted, an individual's resume should include at least three (3) client references applicable to the Scope of Work, including contact names, job title, telephone numbers and e-mail addresses. (emphasis added) If resumes are included, please reference the evaluation criteria section in this RFQ, Section 6.7.1 for the Reference requirements." References may be contacted. Additionally, RFQ Section 6.7.1 states: "If key personnel are identified and required in Section 3.0 of this RFQ, the Bidder must submit a resume for each key position and the Bidder's resumes should include: Name of Proposed Person, Current Position/Description of Role, Previous Relevant Position(s)/Description(s) of Role(s). Failure to submit mandatory resumes will result in rejection of the Bidder's Qualification for further consideration."
166.	Section 4.2.1.VII.E – Organizational Client References On Page 25 it states, "The Bidder shall provide client references." Can the State confirm whether offerors may use the same former client references for the organizational client references required under Section 4.2.1.VII.E?	Bidders may use the same client references required in response to RFQ Section 4.2.1.VII.E.
167.	Section 4.2.2 – Fee Schedule Can the State confirm whether the Fee Schedule referenced in Section 4.2.2 will be released as an additional attachment for offerors to complete and submit?	The revised Fee Schedule is provided on the Authority's website - https://www.njeda.gov/bidding . Please refer to Section 4.0 of the RFQ.

168.	Section 4.2.2.3 – Fixed Hourly Rates On Page 26 it states, "The hourly rates submitted shall remain fixed for the duration of the Contract." Can the State confirm that no hourly rate escalation is permitted during the full contract term, including all option years?	Please note that the original and revised Fee Schedule does include an opportunity for Bidder's to offer an Annual Percentage Price Escalator that is applicable to optional extension years only. See line #36 of the Fee Schedule. Additionally, pricing, as provided on the Fee Schedule (including any proposed Annual Percentage Price Escalator indicated on the Fee Schedule) shall remain firm throughout the term of the Contract, including any extensions. Said Escalator will be applied during each one-year extension that is exercised by the Authority.
169.	Section 4.2.1 (Technical Qualification Volume), Page 22 — No maximum page count is stated for the Technical Qualification Volume. Please confirm whether a page limit applies, or if Bidders should use their own judgment on length.	There is no page limit.
170.	Section 4.2.1.II (Management Overview and Technical Approach) and Section 3.2 (Small Business Equity), Pages 23 and 18 — The RFQ asks Bidders to demonstrate business equity with case study examples showing multilingual/multicultural consideration in Creative Development and Media Planning. For a Bidder whose team includes a named Subcontractor/Subconsultant, may these case study examples reflect work performed by that Subcontractor, or must all examples be the prime Bidder's own direct experience?	Case study examples may reflect work by either the Bidder or a named Subcontractor.
171.	Section 4.2.1.V-VI (Resumes/Bios and References of Key Team Members) and Section 6.7.1, Page 24 — Should the three required references for each key team member be individual professional references specific to that person, or may they be corporate/client references at the company level?	The three required references for each key team member should be individual professional references. RFQ Section 4.2.1 VI states: "If key team members are being proposed, and resumes are submitted, an individual's resume should include at least three (3) client references applicable to the Scope of Work, including contact names, job title, telephone numbers and e-mail addresses. (emphasis added) If resumes are included, please reference the evaluation criteria section in this RFQ, Section 6.7.1 for the Reference requirements."
172.	Section 4.2.2 (Fee Schedule) Section 4.2.2 directs that pricing for the positions responsible for planning, executing, and placing media reflect a fully burdened hourly rate inclusive of any	a. Bidders should incorporate all costs for all staff titles listed on the Fee Schedule as per the definition for Fully Burdened Hourly Rate included in RFQ Section 2.1.1.

	markups applied to net media cost, and that net media costs carry no markup. (a) For staff who oversee or manage media activity but do not personally plan or place media, should their rates likewise incorporate a markup component, or should they reflect standard fully burdened labor rates? (b) Section 6.7.2 (Page 44) provides that a Bidder intending to assess additional fees should raise the matter during this period. Does the Authority anticipate that pass-through third-party costs — such as the production printing, photography, and artwork charges referenced in Section 3.1.1 (Page 16) — will be invoiced at net cost, and should any handling of such costs be reflected on the Fee Schedule	b. As per revised RFQ Section 3.1.1(B), “Net costs for all related third-party expenses shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup.” (emphasis added) Additionally, all handling of these costs should be reflected in all related Fully Burdened Hourly Rates provided on the Fee Schedule.
173.	Section 4.2.3 (Required Compliance Documentation) Section 4.2.3 provides that compliance documentation not designated a Mandatory Form With Qualification is required prior to Contract award, and that a Bidder who fails to submit requested information within seven business days of a written request will be deemed non-responsive. (a) Can the Authority confirm whether it intends to issue such requests to all Bidders following the submission deadline, or only to those under active consideration for award? (b) With respect to the Insurance Certificate(s) referenced in Section 4.2.3, can the Authority identify the article or section of Exhibit A that specifies the required coverage types and limits, so that Bidders may confirm insurability in advance of award?	a) The Authority will advise the proposed Awarded Vendor(s) of the compliance required prior to award via a Notice of Intent to Award letter. b) Please refer to Section 7 of Exhibit A – Contract specimen for insurance requirements.
174.	(Page 25 Section 4.2.2 Fee Schedule) Where can we find historical spending data for this or a similar NJEDA marketing consulting services contract?	Please see revised RFQ Section 1.2 for additional historical information.
175.	§4.1 (p. 21) limits URL use for material terms, while §4.2.1 (pp. 22–23) requests creative samples. a. What is the acceptable method for including work samples — images embedded directly in the PDF? b. And is there a page limit or maximum file size for the Technical Qualification volume?	a. Work samples may be provided in PDF format. b. There is no page limit or maximum file size for the Technical Qualification Volume. Bidders are advised to review RFQ Section 1.3.6.1 for additional information regarding Electronic Qualification Submission.
176.	4.2 Qualification Content and Submission Order 4.2.5.9 Requirement for Two-Year Chapter 51, Executive Order No. 333 (2023) Vendor Certification and Disclosure of Political Contributions for Non-Publicly Advertised Contracts and the Solicitation Checklist	The Professional Services Qualifications Statement and the Two-Year Chapter 51 /Executive Order 333 do not need to be submitted with the Qualification/Proposal. Please refer to Section 4.2.4 of the RFQ.

	Please confirm that the forms for the Professional Services Qualifications Statement and the Two-Year Chapter 51 /Executive Order 333 do not need to be submitted with the proposal.	
177.	4.22 Fee Schedule 1) Section 4.2.2 states that, for purposes of this RFQ, any media markup or commission should be incorporated into the fully burdened hourly rates. Since future Task Order Requests may vary significantly in scope and media budgets, can the Authority clarify the assumptions bidders should use when establishing the hourly rates included in the Fee Schedule? 2) If we hold a blanket purchase order agreement for the NJ State T3067 Statewide Advertising and Public Relations Services Contract, are our hourly rates applicable to this RFQ and the resulting contract?	1. Please see revised RFQ Section 2.2.1 for the definition of Fully Burdened Hourly Rate. 2. Hourly rates awarded under T3067 are NOT applicable to this RFQ or any resulting Contract.
178.	Page 19: 3.6 Lead Account Manager/Director: Will the proposed Lead Account Manager be expected to participate on every TOR?	The Lead Account Manager will be expected to lead each TOR effort, unless the Alternate Account Manager is assigned.
179.	Section 4.2.1 (Technical Qualification): 1) Are Bidders permitted to include work samples and case studies as appendices to the Technical Qualification, and may video or interactive samples be provided through hyperlinks within the PDF submission? 2) Please also confirm whether any page limits apply to the Technical Qualification.	1) Bidders are permitted to include work samples and case studies as appendices to the Technical Qualification. However, as per revised RFQ Section 4.1, the use of URLs to provide hyperlinks to video or interactive samples within the Proposal submission will render the Proposal materially non-responsive. 2) There are no page limits for the Technical Qualification submission.
180.	Section 4.2.2 (Media Management Compensation): Please confirm that Bidders should submit fully burdened hourly rates for media management and that media-related compensation will not be calculated as a percentage of media spend. If percentage-based commissions may be permitted for future Task Order Requests, how should they be reflected in the Fee Schedule without a defined media budget?	Please see the answer to #101.
181.	Section 4.2.2 (Subcontractor and Subconsultant Rates): a. May positions listed on the Fee Schedule, such as Public Relations Director/Consultant, be staffed by a named Subcontractor or Subconsultant identified in the Bidder's Qualification, with the fully burdened hourly rate for that Subcontractor or Subconsultant entered on the corresponding line? b. If so, please confirm that the Subcontractor/Subconsultant Utilization Form and the Subcontractor's or Subconsultant's	a. Yes. b. Confirmed.

	New Jersey Business Registration Certificate satisfy the related compliance requirements.	
182.	Section 4.2.2 and Fee Schedule (On-Site Graphic Designer): a. Please clarify what is meant by "On-Site Graphic Designer," including the anticipated location and typical duration of an on-site assignment. b. Please also confirm whether travel time and related expenses must be included in the hourly rate.	a. The On-Site Graphic Designer refers to the Awarded Vendor's Graphic Designer title, as applicable. The Graphic Designer is not required to work on-site at the Authority. Please see the revised Fee Schedule for clarity. b. All expenses related to the titles identified on the Fee Schedule should be included in the Fully Burdened Hourly Rate. Please see revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
183.	Section 4.2.2 and Fee Schedule (Annual Percentage Price Escalator): Please confirm how the Annual Percentage Price Escalator on the Fee Schedule will be applied. Does a single percentage apply uniformly to all position rates, and is it applied only during the two optional extension years?	The Annual Percentage Price Escalator is applicable to optional extension years only. The Annual Percentage Price Escalator rate will be applied to each awarded price line uniformly to all position rates.
184.	4.2.2 FEE SCHEDULE – Page 25 1. Can you please clarify whether the hourly rates submitted in our Fee Schedule will be fixed for the duration of the contract, or if respondents may propose lower hourly rates in response to individual Task Order Requests?	Hourly rates submitted on the Fee Schedule are maximum hourly rates for each price line. Awarded Vendors may offer lower hourly rates for any price line in response to any TOR.
185.	For the "Bidder's Qualification" item on the Solicitation Checklist, is there a specific form that must be submitted, or does this refer to the narrative requirements outlined in Section 4.2?	Please refer to Section 4.2.4 of the RFQ.
186.	Section 4.2 Qualification Content and Submission Order / Technical Qualification - Does NJEDA have a preferred number of case studies, project examples, or client references that bidders should include in the Technical Qualification beyond the minimum requirements stated in the RFQ?	NJEDA does NOT have a preferred number of case studies, project examples, or client references that Bidders should include in the Technical Qualification beyond the minimum requirements stated in the RFQ.
187.	Section 4.2 Qualification Content and Submission Order / Technical Qualification - For firms whose experience is strongest in branding, strategic messaging, campaign development, and integrated marketing, but whose media buying or PR support may involve select specialist partners, how should that team structure be presented in the Technical Qualification to best align with NJEDA's evaluation framework?	The Authority is unable to answer this question. It is the Bidders' responsibility to determine how best to respond to the solicitation and the Technical Qualification requirements listed in RFQ Section 4.2.1. Additionally, as per RFQ Section 1.4.8, Contractors are permitted to utilize subcontractors or subconsultants to satisfy the

		requirements and deliverables of any resulting Contract. Bidders are cautioned to refer to RFQ Sections 4.2.1.III, 4.2.1.IV, 4.2.1.VII and 4.2.5.14 when preparing their Qualification submission to ensure compliance with the solicitation.
188.	Section 4.2.2 Fee Schedule - Can NJEDA clarify the preferred format and level of detail for the Fee Schedule, including whether respondents should provide hourly rates by labor category only, blended rates, sample project pricing, or some combination of these?	The Authority is unable to answer this question. It is the Bidders' responsibility to determine how best to structure its pricing in accordance with the position titles listed on the Fee Schedule in response to the solicitation and the requirements listed in RFQ Section 4.2.2. Additionally, please see revised RFQ Section 2.1.1 for a definition of Fully Burdened Hourly Rate.
189.	Section 4.2.2 Fee Schedule - If future task orders include pass-through costs such as media spend, printing, mailing, specialty production, or other third-party expenses, should bidders assume those costs will be billed separately from professional fees, or should any assumptions regarding those items be included in the Fee Schedule submission?	As per revised RFQ Section 4.2.2, "Net costs for all media purchases shall not include any markup. Additionally, net costs for all RFQ-related third-party expenses, including but not limited to third-party production and photography services, stock photography and other licensed materials, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup." (emphasis added) As per revised RFQ Section 3.1.2 (D), "Net costs for all media purchases, including all related third-party expenses shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM (emphasis added), and shall not include any markup." Additionally, all handling of these costs should be reflected in all related Fully Burdened Hourly Rates provided on the Fee Schedule.
	Section 5 specific questions:	
190.	Section 5.6-5.7. The Authority requires written approval before any staff or subcontractor substitution — who	The Authority is unable to answer this question.

	owns tracking and requesting these approvals on our side?	
191.	Section 5.9.2. Regarding data security (Section 5.9.2): will we be handling any NJEDA personally identifiable information (PII) as part of creative/media work, and if so, do our current data storage/transmission practices meet the stated encryption and US-only storage requirements?	The Authority is unable to answer this question.
192.	Section 5.6. What is our contingency if a key team member (Lead Account Manager or Alternate) becomes unavailable — do we have a bench candidate whose qualifications meet or exceed the original proposed resource?	The Authority is unable to answer this question.
193.	Section 5.2. Once awarded, are we prepared to execute the initial Agreement establishing eligibility for Task Order Requests, separate from any individual TOR-specific agreement?	The Authority is unable to answer this question.
194.	RFQ Page 33, Section 5.2 – Escalator a. If an annual escalator is permitted, will it be compounded from the prior year's rates, and b. is there a maximum allowable percentage?	a. Yes. b. There is no limit to the percentage that may be offered for the Annual Percentage Price Escalator.
195.	RFQ Page 33, Section 5.3, and Exhibit A, Section 2 – Transition Period The RFQ limits the post-expiration transition period to 180 days. Exhibit A first refers to a month-to-month extension of up to 365 days and then refers to a maximum 180-day transition. Please confirm that the maximum transition period is 180 days.	Maximum contract transition term is 180 days.
196.	RFQ Page 35, Section 5.8 – Ownership of Material May the Awarded Vendor retain ownership of its general methods, processes, templates, know-how, software tools, reusable design elements and other Background IP, while granting the Authority the stated perpetual license to materials incorporated into deliverables?	Yes.
197.	RFQ Page 35, Section 5.8 – Third-Party Materials How should bidders address third-party stock photography, fonts, music, footage, software, plug-ins, data and other licensed materials that cannot legally be assigned to the Authority as work made for hire?	Third Party Materials will be treated as per RFQ Section 5.8, which states: "Should the Bidder anticipate bringing pre-existing intellectual property into a work-for-hire, the intellectual property must be identified in the Qualification. Otherwise, the language in the first paragraph of this section prevails. If the Bidder identifies such intellectual property ("Background IP") in its Qualification, then the Background IP owned by the Bidder on the date of the Contract, as well as any modifications or adaptations thereto,

		remain the property of the Bidder. Upon Contract award, the Bidder or Awarded Vendor(s) (Awarded Vendor) shall grant the Authority a nonexclusive, perpetual royalty free license to use any of the Bidder's/Awarded Vendor(s)'s (Awarded Vendor's) Background IP delivered to the Authority for the purposes contemplated by the Contract." Any outstanding issues will be addressed on a TOR-specific basis
198.	RFQ Page 38, Section 5.11 – Advertising May an Awarded Vendor identify NJEDA as a client or display publicly released final work in its credentials or portfolio after receiving written approval?	Yes, after obtaining written approval from the Authority. As per RFQ Section 5.11, the Awarded Vendor "shall not use the Authority's name, logos, images, or any data or results arising from this Contract as a part of any commercial advertising without first obtaining the prior written consent of the Authority."
199.	RFQ Page 40, Section 5.17 – Invoicing and Payment What is the Authority's normal payment timeframe after receipt of a correct invoice and approval by the Designated Contract Manager?	Payment shall be made in accordance with P.L. 2018, c.127 which requires the contracting unit to pay a properly executed invoice within sixty (60) calendar days.
200.	RFQ Page 40, Section 5.17 – Billing Structure May a TOR provide for monthly progress billing, milestone billing, deposits or advance payment of approved third-party media and production costs rather than billing only after all authorized work is completed?	As per revised RFQ Section 5.17 the Awarded Vendor may request an "alternate billing structure/timeframe" at the Initial Meeting related to a specific TOR.
201.	RFQ Page 40, Section 5.17 – Payment Method Will electronic payment or ACH be available instead of payment by check? The RFQ permits an alternate billing structure to be requested at the initial meeting, but invoices otherwise follow completed-work approval and may require timesheets and supporting documentation.	As per RFQ Section 5.17, invoices submitted for payment will be paid by check.
202.	Section 5.17, page 40: Can the Authority give a general estimate of payment turnaround time (e.g., net 30, net 45) from invoice approval to payment? This would help Bidders with payroll and cash flow planning.	Please refer to answer #199.
203.	Section 5.2 (Contract Term and Extension Option) Section 5.2 provides that an annual percentage price escalator may be in effect for the extension options if indicated by the Bidder in the Fee Schedule submitted for this solicitation. The Fee Schedule accompanying this RFQ does not appear to include a designated field for an escalator, and Section 4.2.2 (Page 25) provides that Bidders are not permitted to alter the Fee Schedule format.	

	(a) How should a Bidder indicate a proposed annual escalator without rendering its Qualification non-responsive? (b) What advance notice does the Authority typically provide as to whether an extension option will be exercised?	a. Please note that the original and revised Fee Schedule does include an opportunity for Bidder's to offer an Annual Percentage Price Escalator that is applicable to optional extension years only. See line #36 of the Fee Schedule. b. The Authority typically tries to provide at least 30 days' notice of its intent to exercise the optional extensions.
204.	Section 5.6 (Substitution of Staff) Section 5.6 requires that no substitute personnel begin work until written approval is received from the Authority's Designated Contract Manager. (a) Are the Lead Account Manager/Director and Alternate Account Manager identified pursuant to Section 3.6 (Pages 19–20) considered key personnel for purposes of Section 5.6, such that substitution requires detailed justification and a substitute resume evidencing equal or better qualifications? (b) What is the Authority's typical turnaround for reviewing and approving a substitution request?	a. Yes, as per revised RFQ Section 3.6, the Lead Account Manager and Alternate Account Manager are identified as key personnel. b. Turnaround time for reviewing and approving a key personnel substitution request is entirely dependent on the quality of the submission and the timeliness of any response to follow-up required by the DCM. As such, a typical review interval cannot be estimated.
	Section 6 specific questions:	
205.	Section 6.7.1, Qualifications/Experience Evaluation Criteria (p. 44) This section states that "Bidder's turnaround timeframes are critical and will be closely evaluated for both content and completion timeframes." Can NJEDA provide typical expected turnaround windows for standard deliverable types (e.g., creative concept development, media plan development, press release turnaround) so Bidders can size their staffing plans accordingly?	The timeline for each specific project/TOR will be identified in each TOR request. Given the unique nature of each TOR, each timeline will vary. As such, a typical turnaround interval cannot be estimated.
206.	Page 42–44, Section 6 – Qualification Evaluation / Evaluation Criteria / Bidder's Fee Schedule Can the Authority disclose the relative weighting (percentages or point allocations) among personnel qualifications, firm experience, technical approach, and price within the overall evaluation scoring described in this section?	No. Relative weights for each evaluation criterion will not be disclosed. Pursuant to the NJEDA's Procurement Policy, the specific weights are established prior to Proposal submission but are not disclosed.

207.	Section 6.7.2. What is the client's internal target/ceiling budget range for this engagement, to sanity-check our proposed rates before submission?	The Authority is unable to answer this question. For reference, please refer to answer #93
208.	Section 6.7.1/ Section 7.0. To be eligible for award, a Bidder must score at least a 3 ("Good") on the Authority's 1-5 evaluation scale — do we have visibility into how the Evaluation Committee weighs Personnel, Entity Experience, and Technical Approach relative to Price?	Please refer to answer #206
209.	Section 6.6. Is the client prepared for the possibility of an oral presentation or written clarification request from the Authority after submission, and who would represent us in that scenario?	The Authority is unable to answer this question.
210.	Section 6.8, Does the client want to proactively prepare for a potential Best and Final Offer (BAFO) round, in case the Authority decides to negotiate pricing after evaluation?	The Authority is unable to answer this question. For reference, please refer to Sections 6.8 and 6.8.2 of this RFQ.
211.	RFQ Pages 42–43. Section 6.6 – Oral Presentation If oral presentations are requested, what will be their anticipated format, duration, participant limit and evaluation significance?	If oral presentations are desired by the Evaluation Committee, Bidders required to give an oral presentation concerning their Qualification will be advised of details including format, duration, time and date. Please note that oral presentations are intended to clarify the Bidders' Proposal and may not supplement information previously submitted.
212.	RFQ Page 42 – Financial Capability What financial documentation might be requested to establish a Bidder's ability to fund media purchases, production costs and Subcontractor payments? The published evaluation criteria emphasize personnel, comparable experience, technical approach, turnaround time and price, but do not give numerical weights.	A per RFQ Section 6.4, the Authority reserves the right to request all information which may assist it in making a Contract award, including that which may be necessary to "evaluate the Bidder financial capabilities to perform the Contract." This information may include, but is not limited to, audited financial statements, bank account information and other financial documents that speak to a Bidders' financial stability and available resources necessary to complete the Scope of Work. Additionally, please refer to answer #206
213.	RFQ Pages 43–44, Section 6.7 – Evaluation Criteria What are the relative weights assigned to: a. personnel; b. firm experience; c. technical approach;	Please refer to answer #206

	d. turnaround time; e. equity and multilingual capability; and f. price?	
214.	RFQ Page 46 – Minimum Score Does the required minimum overall score of 3.0 apply to the combined evaluation, or must a Bidder receive at least a 3.0 in every evaluation category?	The required minimum score of 3.0 applies to the combined evaluation and the resulting score. As stated in Section 7.0 of this RFQ, for a Bidder to be considered for an award, a Bidder must achieve or exceed an overall (emphasis added) score of three (“3”).
215.	Section 6.7.1 – Evaluation Criteria On Page 43 it states, "Experience of the entity in successfully providing services of a similar size and scope." Can the State clarify how offerors should interpret “similar size and scope,” including whether there is a dollar-value threshold that would be considered similar to this opportunity?	There is no specific definition for “similar size and scope”. Additionally, there is no “dollar-value threshold” established or available. Bidders are advised to refer to historical data provided in revised RFQ Section 1.2.
216.	Section 6.7.1 – Evaluation Criteria Can the State provide the relative weighting or percentage allocation between Technical Qualifications and Fee Schedule/Price in the overall evaluation score?	Please refer to answer #206
217.	Section 6.7, pages 43-44: Could the Authority clarify how much weight the Qualifications/Experience criteria (Section 6.7.1) carry relative to Fee Schedule pricing (Section 6.7.2) in the overall score?	Please refer to answer #206
218.	Section 6.7.1 (Qualifications/Experience Evaluation Criteria) Section 6.7.1 provides that entity experience will be assessed based on documented experience successfully completing contracts of a similar size and scope, and Section 4.2.1 (Page 25) invites examples of services similar in size or scope. Can the Authority indicate how similarity will be assessed for this engagement — whether principally by annual contract value, by the breadth of services delivered, by the nature of the client (public sector, economic development, or comparable mission), or by some combination of these factors?	The Bidders documented experience in successfully completing contracts of a similar size and scope in relation to the work required by this RFQ will be assessed by factors, including, but not limited to, annual contract value, breadth of services delivered, nature of the client (private sector, public sector, economic development, or comparable mission) or a combination thereof, based on the information provided in the Technical Qualification submission.
219.	Section 6.7.1 (Qualifications/Experience Evaluation Criteria) Section 4.2.1 (Page 24) provides that an individual's resume should include at least three client references applicable to the Scope of Work, and Section 4.2.1 VII.E (Page 25) separately requires a listing of three client references for the organization. (a) Can the Authority confirm whether these are intended as two distinct sets of references, or whether the same references may satisfy both requirements?	a. The Authority confirms that individual references and organization references are intended as distinct references. However, the same references may also satisfy both requirements.

	(b) Where a proposed key team member performed directly relevant work while employed by a prior firm, may that engagement be cited in the individual's resume and references, and will it be considered under the Personnel criterion?	b. As per revised RFQ Section 3.6, the Lead Account Manager/Director and Alternate Account Manager shall each possess "demonstrated experience in performing these account management functions, ... for accounts of similar size, managing similar sized budgets." This may include relevant experience from any current or prior engagement or employment.
220.	Section 6.7.2 (Bidder's Fee Schedule): In evaluating pricing, will Bidders' hourly rates be totaled with equal weight across all positions on the Fee Schedule, or will the Authority apply an estimated usage or hours model that weights certain positions more heavily? If a weighting model will be used, can it be shared with Bidders?	Bidder's pricing will be evaluated in accordance with RFQ Section 6.7.2, which states: "For evaluation purposes, Bidder's pricing will be ranked and weighted according to the lowest total price for all services and products, (emphasis added) per the Fee Schedule accompanying this RFQ." In other words, the sum of all hourly rates will be ranked and weighted. Additionally, each evaluation criteria set forth in RFQ Section 6.7 has a certain weight and percentage. However, pursuant to the NJEDA's Procurement Policy, the specific weights are established prior to Proposal submission but are not disclosed
221.	Sections 6.7.1 and 8.2 (Turnaround Timeframes and Task Order Process): Because Bidder turnaround timeframes will be closely evaluated and individual Task Order Requests will specify required deadlines, can the Authority provide representative turnaround expectations for common creative, media, press outreach, and special-project assignments?	The timeline for each specific project/TOR will be identified in each TOR request. Given the unique nature of each TOR, each timeline will vary, however a period of two- six months is somewhat typical, with expected turnaround for specific creative items based on a vendor's ability to complete. As such, a typical turnaround interval cannot be estimated.
222.	Section 6 (Indemnification): Would the Authority consider language limiting the Vendor's indemnification obligation to claims arising from the Vendor's negligent acts, errors, or omissions, or otherwise capping liability at the limits of the insurance required under Section 7 of Exhibit A, so that the Vendor's liability is proportionate to its fault and aligned with the required insurance coverage?	Respectfully, the NJEDA is not willing to consider or accept the requested modifications.
223.	Section 6.7 – Evaluation Criteria How will the Authority evaluate demonstrated experience with economic development marketing,	The Bidders documented experience in successfully completing contracts of a similar size and scope in relation

	business attraction, and business support campaigns relative to general consumer marketing experience?	to the work required by this RFQ will be assessed by factors, including, but not limited to, annual contract value, breadth of services delivered, nature of the client (private sector, public sector, economic development, or comparable mission) or a combination thereof, based on the information provided in the Technical Qualification submission.
224.	Section 6.7 Evaluation Criteria - Can NJEDA provide any additional detail on how Qualifications/Experience and the Bidder's Fee Schedule will be weighed in the evaluation of firms for qualification under this RFQ?	No. Please refer to answer #206 for clarity.
	Section 8 specific questions:	
225.	RFQ Page 48, Section 8.2 1) Will qualified firms be evaluated and selected for Task Orders based on their specific service capabilities. 2) Must every qualified firm be capable of performing all four service categories listed in Section 3.1?	1) - Regarding the assignment of Task Order Requests (TORs), as per RFQ Section 8.2.1.1, "the Authority will conduct a mini-evaluation among the pool of Awarded Vendors/Qualified Firms (emphasis added) in order to select the vendor for the TOR." Additionally, TOR responses will be reviewed and evaluated "based upon the strength of the underlying TOR Response/TOR Proposal in relation to the requested services and required expertise." 2) - Regarding the evaluation and selection of Awarded Vendors/Qualified Firms, while Bidders are not required to provide all of the services outlined in Section 1.1, Purpose and Intent as well as Section 3.0, Scope of Work, Bidders should note that proposals will be evaluated and ranked (emphasis added) on the Bidders' demonstrated ability to successfully complete the work outlined in Section 3.0, Scope of Work. This includes all services listed. As such, per Section 6.7.1, Qualifications/Experience Evaluation Criteria, proposals will be evaluated and ranked on "The Bidders demonstration that the Bidder understands the requirements of the Scope of Work and presents an approach that would permit successful performance of the

		technical requirements of the Contract.”
226.	Section 8.2.1.1, Mini Evaluation / TOR Solicitation (p. 48) This section states the Designated Contract Manager will determine which Awarded Vendors to solicit for a given TOR "in one of the following ways" but only lists a single method (soliciting all Awarded Vendors/Qualified Firms). Can NJEDA confirm whether all TORs will be issued to the full pool of Qualified Firms, or whether there are additional selection methods not fully reflected in the posted RFQ text?	As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
227.	Section 8.2. Once a Task Order Request (TOR) is issued, the vendor must return a Conflict of Interest Certification within 2 business days and a Vendor Response within 5 business days — does the client's internal team have bandwidth confirmed to meet these TOR turnaround windows?	The Authority is unable to answer this question.
228.	Section 8.1. Who internally will serve as the point of contact for NJEDA's Designated Contract Manager once the contract is executed, and is that the same person managing TOR responses?	The Designated Contract Manager is Virginia Flood or Chris Flores. They will be managing the TOR responses.
229.	Exhibit A, Section 8 – Termination If the Authority terminates a contract or TOR without cause on seven days' notice, will the Awarded Vendor be reimbursed for: a. completed and accepted work; b. work in progress; c. authorized, noncancelable media or production commitments; and d. reasonable cancellation or wind-down costs?	As per Exhibit A, Section 8, which states, in pertinent part: “the Vendor shall be entitled to compensation for all services properly provided to the Authority pursuant to the Contract prior to such termination.” Additionally, the Authority will bear financial responsibility for any Authority-approved non-cancelable media commitment that is suspended, altered or terminated at Authority direction.
230.	RFQ Pages 47–48, Section 8.2 and Mini-Evaluation Page 47 states that the DCM may solicit “some or all” Qualified Firms, while Page 48 describes solicitation of all Qualified Firms. Please clarify whether every TOR will be issued to the entire pool or whether the Authority may invite only selected firms. If selected firms may be invited, what criteria will be used?	As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
231.	RFQ Page 48 – Mini-Evaluation What factors and relative weights will be used in TOR mini-evaluations, including technical approach, relevant experience, proposed staff, availability, delivery schedule, diversity/equity approach and total cost?	Please refer to Section 8.2.1.1 (3) of this RFQ. The DCM will review and evaluate TOR responses based upon the strength of the underlying TOR Response/TOR Proposal in relation to the requested services and required expertise.
232.	RFQ Page 48 – Mini-Evaluation Will every TOR include an estimated budget or not-to-exceed amount so that Qualified Firms can propose an appropriately scaled approach?	The Authority's TOR template includes an estimated budget or not-to-exceed amount.

233.	RFQ Pages 47–48, Section 8.2 – Response Deadlines May the Authority establish a response period longer than five business days for complex TORs involving substantial research, subcontractor quotations, media plans or production estimates?	The expected timeline for TOR response is addressed in RFQ Section 8.2. Deviation from this timeline will be at the discretion of the DCM.
234.	Section 8.2.1.1 (Mini Evaluation) Section 8.2.1.1(A)(2) provides that the Designated Contract Manager or designee will determine which Awarded Vendors/Qualified Firms to solicit from the pool "in one of the following ways," followed by a single enumerated method at subparagraph (a) — soliciting all Awarded Vendors/Qualified Firms. Can the Authority confirm whether additional solicitation methods were intended to be enumerated and, if so, identify them? Confirmation would clarify whether each Qualified Firm should expect to receive every TOR issued during the term.	As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
235.	Sections 8.1 and 8.2 (Project Governance and Approval Process): For individual Task Order Requests, can the Authority describe the anticipated project team and approval workflow, including the day-to-day contact, key stakeholders or reviewers, the party responsible for consolidating feedback, and the individual with final approval authority? Will each TOR or project kickoff identify these roles, the expected review stages, and applicable approval timelines?	Given the unique nature of each TOR, the project team, stakeholders, reviewers and parties responsible for consolidating feedback will differ. The DCM will be responsible for issuing final approval and will be the point of contact for the Authority. Each TOR will identify any roles, milestones, and related timelines as applicable.
236.	Section 8.2.1.1 Contract Administration / Selection of Awarded Vendors / Mini Evaluation - For the mini evaluation process used after firms are qualified, can NJEDA clarify whether all qualified firms will generally be invited to each mini evaluation, or whether participation may be limited based on the specific requirements of a given task order?	As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
237.	Section 8.2.1.1 Contract Administration / Selection of Awarded Vendors / Mini Evaluation - Can NJEDA share whether there are expected performance measures or key outcomes that will commonly drive mini evaluations and subsequent task-order success, such as awareness, audience engagement, lead generation, application volume, stakeholder participation, or earned media results?	Performance measures will depend on the nature of the project (e.g. "engagement" for social media campaigns, and impressions for digital advertising campaigns. Key performance indicators (KPIs) will include media coverage, impressions, engagement, and other standard metrics.
	General/miscellaneous questions:	
238.	I just received this email and had a few questions pertaining to this RFQ & the services you are looking for. We are an event management company. We host teleconference, webcasts (audio & video), as well as onsite production events. Are these the services you are looking for?	The specific services provided by your firm might be considered within the Scope of Work for this solicitation. However, while Bidders are not required to provide all of the services outlined in Section 1.1, Purpose and

		Intent as well as Section 3.0, Scope of Work, Bidders should note that proposals will be evaluated and ranked on the Bidders' demonstrated ability to successfully complete the work outlined in Section 3.0, Scope of Work. This includes all services listed. As such, per Section 6.7.1, Qualifications/Experience Evaluation Criteria, proposals will be evaluated and ranked on "The Bidders demonstration that the Bidder understands the requirements of the Scope of Work and presents an approach that would permit successful performance of the technical requirements of the Contract."
239.	I wanted to let you know that we are a certified M/WBE firm. We currently operate only in New York. Can we still win the bid for these marketing consulting services if we aren't registered in New Jersey?	Bidders are not required to have a valid Business Registration Certificate at time of bid opening. However, please refer to RFQ Section 4.2.5.3 which states, in pertinent part: "In accordance with N.J.S.A. 52:32-44(b), a Bidder and its named Subcontractors must have a valid Business Registration Certificate ("BRC") issued by the Department of Treasury, Division of Revenue and Enterprise Services, prior to the award of a Contract." Additionally, this section also states: "A Bidder otherwise identified by the Authority as a responsive and responsible Bidder, inclusive of any named Subcontractors, but that was not business registered at the time of submission of its Qualification must be so registered and in possession of a valid BRC by a deadline to be specified in writing by the Authority. A Bidder who fails to comply with this requirement by the deadline specified by the Authority will be deemed ineligible for Contract award."
240.	1)How will total pricing be calculated when the Fee Schedule contains hourly rates but no estimated quantities?	1) Bidder's pricing will be evaluated in accordance with RFQ Section 6.7.2, which states: "For evaluation purposes, Bidder's pricing will be ranked and weighted according to the lowest total price for all services and products, (emphasis

	2) Will NJEDA simply add all 27 rates together?	added) per the Fee Schedule accompanying this RFQ.” 2) Yes, the sum of all hourly rates will be ranked and weighted.
241.	May one Spartan employee fulfill multiple standardized labor categories, provided their qualifications are explained?	Yes
242.	Are bidders expected to demonstrate in-house experience across every scope category, or may a firm rely on disclosed subcontractors for selected services such as PR or multilingual outreach?	Firms are not required to demonstrate in-house experience across every scope category and may engage Subcontractors. Please see Section 1.4.8 of the RFQ which states: “For purposes of this RFQ, the Authority will consider Qualifications submitted which may employ the use of Subcontractors and/or subconsultants to satisfy the requirements and deliverables required of the resulting Contract.” Additionally, Bidders are reminded that RFQ Section 4.2.1.IV and Section 4.2.1.VII identify specific requirements for Bidders utilizing subcontractors when preparing the Technical Qualification in response to this solicitation.
243.	Can NJEDA provide historical or anticipated information regarding the number, size, or annual value of task orders?	Please see revised RFQ Section 1.2 for additional historical information. The Authority is unable to predict the anticipated number of TOR’s or the associated monetary value and annual spend at this time. These factors are dependent on existing as well as new initiatives, programs and projects.
244.	Are three references required for each individual key team member, or are three company references sufficient in addition to the resumes?	RFQ Section 4.2.1.VI states “If key team members are being proposed, and resumes are submitted, an individual’s resume should (emphasis added) include at least three (3) client references applicable to the Scope of Work, including contact names, job title, telephone numbers and e-mail addresses.” As such, client references for key team members are preferred, but NOT required. However, please note that, per RFQ Section 4.2.1.VII.E, the Bidder is required (emphasis added) to “provide a listing of three (3) client references, which includes contact

		names, titles and telephone numbers for which the organization has provided services (emphasis added). The beginning and ending dates of the provided services must be included.”
245.	Would we need to be registered in New Jersey in order to respond? Or would that be something we could acquire as part of the contracting process.	Please see answer to #239 above
246.	One question from my team – does the company for marketing consulting services need to be based in New Jersey?	No, the Awarded Vendor is not required to be based in New Jersey. However, each Awarded Vendor and any named Subcontractors will be required to obtain and maintain a valid Business Registration Certificate prior to award and during the term of the Contract. Please see answer to #239 above for additional guidance.
247.	General / Historical Volume For benchmarking purposes, can NJEDA share the approximate number of Task Order Requests issued per year under its most recent prior Marketing Consulting Services contract, or a general sense of typical TOR size (in hours or dollar value)?	Please see revised RFQ Section 1.2 for additional historical information.
248.	Does our submission need to include partners that can handle all of the services detailed, or are you open to selecting firms that specialize in, for example, just press outreach and video work? (pp. 16-19)	Please refer to answer #132
249.	For case studies, does NJEDA prefer examples demonstrating measurable outcomes, public-sector experience, multilingual outreach, stakeholder engagement or all of the above? (p. 22)	Any/all of the above.
250.	Which program areas are expected to have the highest marketing support needs over the next 12–24 months (e.g., NJ film, technology, life sciences, strategic innovation centers, small business, clean energy, redevelopment, etc.)? (p. N/A)	It is not possible to identify which program areas will require the highest marketing support over the next 12-24 months at this time. Priority areas will align with the current administration and Authority priorities as they are identified.
251.	Page 7: Is submission of a hard copy Qualification optional, or is a hard copy required in addition to the electronic submission through the NJEDA portal?	Electronic submissions are preferable, but the NJEDA will accept hard copies. Please refer to Section 1.3.6.3 of the RFQ
252.	Page 20: Lead Account Manager: The RFQ notes that NJEDA prefers the Lead Account Manager assigned to the account be dedicated to NJEDA. Can NJEDA provide additional clarification regarding this preference? Specifically, does NJEDA prefer that the Lead Account Manager work exclusively on the NJEDA account, or simply serve as the primary day-to-day point of contact? Additionally, can NJEDA provide any guidance regarding the anticipated level of effort or average monthly hours expected for this role?	“Dedicated” is meant only as it applies to the NJEDA contract, as TORs are assigned. It is understood that an agency account manager will support other clients. The Lead Account Manager would serve as the primary point of contact. Average monthly hours will be

		determined by the nature and quantity of TOR-related work.
253.	Page 22: Can you provide clarification on what you're looking for with this statement in this section? Press Outreach /Stakeholder Engagement - How are multilingual / multicultural publications considered when doing press outreach	The need for multilingual and multicultural publications will vary and will include languages reflecting State demographics.
254.	Page 20: Task Order Request (TOR) 1. How many vendors were selected under the prior contract? 2. How many TORs were issued annually under the previous contract? 3. What was total spend through those TORs? 4. What was the average TOR value or budget? 5. Were all qualified firms utilized, or only a few? 6. Will TOR opportunities be issued to all Qualified Firms or only to firms selected by NJEDA for a particular project? 7. Can NJEDA provide additional detail regarding how TOR responses will be evaluated? For example, what factors will be considered during the mini-evaluation process, and how will technical approach, relevant experience, and cost be weighed when selecting a firm for a TOR?	1. Please see revised RFQ Section 1.2 for additional historical information. 2. Please see revised RFQ Section 1.2 for additional historical information. 3. Please see revised RFQ Section 1.2 for additional historical information. 4. Please see revised RFQ Section 1.2 for additional historical information. 5. At some point, each of the firms worked on NJEDA's projects under those contracts. 6. As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms. 7. The DCM will review and evaluate Awarded Vendor(s)/Qualified Firm(s)' responses based upon the strength of the underlying TOR Response/TOR Proposal in relation to the requested services and required expertise.
255.	Page 24: Section C: It is our understanding that specific scopes of work will be defined through future TORs. Given that project scopes, timelines, and deliverables are not yet established, can NJEDA clarify the level of detail it expects bidders to provide regarding a detailed work plan, proposed meeting schedule, and key milestones in response to this RFQ?	The Authority recognizes that while project scopes, timelines, and deliverables are not yet established since projects are TOR-based, Bidders are expected to be able to identify their typical approach to addressing the requirements of the Scope of Work outlined in RFQ Section 3.0. Please see revised RFQ Section 4.2.1.C.
256.	Page 24, Section VI: Does NJEDA require three unique references for each proposed team member, or may references overlap when multiple team members have worked together on the same client engagement?	References may overlap.

257.	Page 22: Is there a page limit to the final RFQ submission?	No, there is no page limit
258.	RFQ Pages 28 and 37–38 – Performance and Data Within the United States Do the requirements that services be performed within the United States and that State data not be stored or transferred outside the United States prohibit the use of commonly used cloud, analytics, email-marketing, social-media, advertising, collaboration, generative-AI or software-as-a-service platforms that may process or back up information outside the United States?	As per RFQ Section 4.2.5.4, which states in pertinent part, “all of the Authority’s Contracts shall be performed within the United States. Pursuant to the statutory requirements, prior to an award of a Contract primarily for services, the intended Awarded Vendor of an Authority Contract must disclose the location by country where services, including subcontracted services, will be performed.” Additionally, RFQ Section 4.2.5.4, states, in pertinent part, “If any of the services cannot be performed within the United States, the Bidder shall state with specificity the reasons why the services cannot be so performed.” Finally, as per RFQ Section 5.9.2, “The Awarded Vendor must not store or transfer State of New Jersey data outside of the United States.”
259.	RFQ Page 31 and Exhibit A, Section 7 – Insurance For a sole proprietor or company without employees or company-owned vehicles, will the Authority accept lawful exemptions from Workers’ Compensation or Automobile Liability coverage where applicable?	If an Awarded Vendor does not have employees and is not statutorily required to maintain Workers Compensation coverage, a letter confirming such is acceptable in lieu of evidence of Workers Compensation coverage. Awarded Vendors shall provide evidence of required auto liability coverage prior to Contract award. Awarded Vendors may request an exemption of the auto liability requirement, subject to Authority approval, if the work being undertaken on behalf of the Authority does not involve the use of vehicles to complete the work.
260.	RFQ Pages 37–38, Data Security Standards Will every marketing TOR be subject to the full PII, HIPAA, IRS Publication 1075, PCI and State-data requirements, or will the applicable standards be identified based on the actual data involved in each TOR?	All TORs will be subject to all Data Security Standards as per RFQ Section 5.9.2
261.	How will the vendor’s work overlap or complement the efforts of Choose New Jersey?	These efforts are not related to Choose New Jersey’s mission.
262.	Other than Pharma / Technology, what sectors is NJEDA seeking to prioritize?	NJEDA’s focus, while broad, could also include manufacturing, entertainment, logistics, small

		business, finance, and any other sectors.
263.	Is NJEDA interested in competitive intelligence, benchmarking, and case studies from other states and regions? Are there paradigms from other states and regions that NJEDA wants to emulate?	This type of information is of interest, but not as part of the Qualification evaluation process. Analysis of this nature could be the focus of a TOR at some future time.
264.	Would NJEDA like to see thought starters or ideas included in the technical response? Where is the appropriate place to include those, if so?	Thought starters or ideas may be included in the technical response.
265.	Bidder Eligibility / Qualification Requirements – TBD Can the State confirm whether firms without a physical presence in New Jersey are eligible to submit a qualification, and whether a New Jersey office, local presence, or in-state partner is required or preferred for contract award or performance?	Bidders are not required to have a physical location, local presence or in-state partner in New Jersey to submit a Qualification. However, each Awarded Vendor and any named Subcontractors will be required to obtain and maintain a valid Business Registration Certificate prior to award and during the term of the Contract.
266.	Has a budget been established for this procurement?	Please refer to answer #93
267.	Is the NJEDA open to bidders only bidding to some of the categories listed (creative development, media buying, press outreach, and special projects services) in the RFQ or will we be required to submit to all categories?	Please refer to answer #132
268.	For a single-member LLC with no employees, will an applicable statutory workers' compensation exemption or no-employees certification satisfy the Workers' Compensation and Employers' Liability requirement?	Please refer to answer #259
269.	If services are performed remotely and the bidder will not use a vehicle on NJEDA's behalf or on NJEDA-controlled property, may the Automobile Liability requirement be treated as not applicable?	Please refer to answer #259
270.	Please clarify whether all listed insurance certificates, including the \$1 million Professional Liability and \$1 million Network Security/Privacy/Cyber Liability coverages, are required before a firm is admitted to the qualified pool, or may they be furnished before the first Task Order or Notice to Proceed.	Proof of all required insurance coverages must be submitted prior to Contract award.
271.	What is the budget?	Please refer to answer #93
272.	What is typical turnaround timing?	The timeline for each specific project/TOR will be identified in each TOR request. Given the unique nature of each TOR, each timeline will vary, however a period of several months is somewhat typical.
273.	What has been a successful selection/partnership?	At minimum, a successful Awarded Vendor/Authority partnership is one in which the Awarded Vendor

		completes the Scope of Work stated in each assigned TOR. Overall, the Authority considers Awarded Vendors to be strategic partners in support of specific TORs.
274.	Is there a requirement for submitting electronically (HTML/iPDF/static PDF)?	Please refer to Section 1.3.6.1 of the RFQ
275.	Approximately how many TORs does NJEDA anticipate issuing per qualified firm per year, and what is the typical dollar range of a single TOR?	The Authority is unable to predict the anticipated number of TOR's or the associated monetary value and annual spend at this time. These factors are dependent on existing as well as new initiatives, programs and projects. Please see revised RFQ Section 1.2 for additional historical information.
276.	When the DCM determines which qualified firms to solicit for a TOR, what criteria will be used to select a subset vs. soliciting all six firms? Will specialty/category expertise be a factor?	A subset of Awarded Vendors will not be established. As per RFQ Section 8.2.1.1, the Designated Contract Manager will solicit a TOR response from all the Awarded Vendors/Qualified Firms.
277.	Must all subcontractors be named and disclosed in the Qualification submission, or may a qualified firm identify subcontractor categories/disciplines and name specific vendors at the TOR stage?	As per RFQ Section 5.7, Awarded Vendor(s) are permitted to substitute or add a Subcontractor/Subconsultant during the term of the Contract, subject to approval by the Designated Contract Manager.
278.	How does NJEDA define success for this contract beyond the completion of deliverables? Are there specific business, program adoption, or economic development outcomes you expect marketing efforts to influence?	Key performance indicators will vary depending on the specific TOR. For example, number of placements and advertising equivalency for media outreach, open rates for email campaigns, and volume of applications for specific programs.
279.	How much strategic partnership do you expect from awarded firms? Beyond responding to Task Order Requests, are agencies expected to proactively identify opportunities and recommend communications strategies, campaigns, and outreach initiatives?	The NJEDA considers Awarded Vendors to be strategic partners in support of specific TORs. A TOR may involve identifying TOR-specific or Authority-wide opportunities and recommend communications strategies, campaigns, and outreach initiatives.
280.	What information will typically be included in a Task Order Request? For example, will NJEDA provide campaign objectives, target audiences, budget parameters, timelines, and desired outcomes, or will firms be expected to develop these as part of their response?	A TOR will typically include objectives, deliverables, timelines, target audience, a not-to-exceed budget, and other details.

281.	Will awarded firms have opportunities to participate in strategic planning before Task Order Requests are developed, or will engagement generally begin after project objectives and scope have already been defined?	An engagement typically begins after a TOR is awarded. A TOR may include the development of project objectives, based on the goals of the specific program.
282.	Solicitation checklist Please confirm that the Professional Services Qualification Statement is not required to be submitted with the proposal.	Per the Bidder's Checklist that accompanies this RFQ, Professional Services Qualifications Statement (PSQS) is NOT APPLICABLE
283.	Exhibit A, Pages 3-5, Section 7 (Insurance): Section 7 requires Network Security and Privacy/Cyber Liability Insurance of \$1,000,000 per claim and notes that it may be part of or separate from the Professional Liability policy. Please confirm that a combined Professional Liability and Cyber Liability policy meeting the per-claim limits satisfies this requirement. Please also confirm that the two-year extended reporting period applies only when coverage is written on a claims-made basis.	All insurance requirements contained in Section 7 of Exhibit A are to be provided prior to contract execution. Full insurance coverage is required for the full term of the Contract.
284.	Are agencies required to propose services for all four designated service areas, or may we submit a proposal for only the services we intend to provide?	Please refer to answer #132
285.	Why is RFQ-284 being issued now?	The RFQ is being issued now because current contracts have expired.
286.	How, if at all, have the NJEDA's mission, vision, or strategic priorities evolved under its new leadership?	The Authority is unable to answer this question. However, as per RFQ Section 1.2, the Authority continues to serve as the State's principal agency for driving economic growth, as well as inclusive and sustainable economic development by focusing on key strategies to help build strong and dynamic communities, create good jobs for New Jersey residents and provide pathways to a stronger and fairer economy. This mission, vision and strategic priorities reflect the direction of the current administration and may change during the term of the Contract should new initiatives or priorities arise.
287.	Are there specific industries, sectors, or economic development initiatives that the NJEDA expects to prioritize over the next five years?	The Authority is unable to answer this question as direction may change during the term of the Contract should new initiatives or priorities arise.
288.	Are there specific challenges, opportunities, or emerging trends within New Jersey's economic landscape that the NJEDA hopes this engagement will help address?	NJEDA's priorities will align with the Sherrill Administration's priorities for economic development.

289.	How does the NJEDA envision this work complementing or advancing existing economic development programs and initiatives?	TORs associated with awarded contracts will support promotional and outreach efforts aligned with Sherrill Administration priorities.
290.	Can the NJEDA provide the evaluation criteria and scoring rubric that will be used to assess responses to this RFQ?	Please refer to Section 6.7 of this RFQ
291.	Exhibit A, Section 6 – Indemnification Would the Authority agree that the Vendor's indemnification obligation applies only to the extent a claim is caused by the negligent act, error, omission, willful misconduct or contractual breach of the Vendor or its Subcontractors?	The Indemnification clause found in Section 6 of Exhibit A – Contract specimen is as stated. Please refer to same.
292.	Exhibit A, Section 6, and RFQ Sections 5.9–5.10 – Liability Would the Authority consider a reasonable aggregate limitation of liability, with appropriate exclusions for willful misconduct, intellectual-property infringement and confidentiality or data-security violations? The specimen contract contains broad indemnification obligations that survive the contract and are not limited by insurance, while allowing NJEDA to terminate without cause on seven days' notice.	Respectfully, the NJEDA is not willing to consider or accept the requested modifications.

Part 2: Additions, Deletions, Clarifications & Modifications to the RFQ

No.	Description	Clarification/Modification
1.	Title Page of RFQ	Qualifications are due on or before October 16, 2006 @ 2:00 pm ET
2.	Section 1.2 of RFQ	Background has been revised
2.	Section 1.3.4 of RFQ	Addendum, if required: On or about October 2, 2006 . Qualifications are due on or before October 16, 2006 @ 2:00 pm ET
4.	Section 1.3.6.3 of RFQ	Qualifications are due on or before October 16, 2006 @ 2:00 pm ET
5.	Sections 2.1 and 2.1.1 of RFQ	Revised definition title for "Awarded Vendor" and added definition for "Fully Burdened Hourly Rate"
6.	Section 3.1.1 (B) of RFQ	Section 3.1.1 (B) has been revised to include the following: "Net costs for all related third-party expenses shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup."
7.	Section 3.1.2(D)	Last sentence has been revised to state "Net costs for all media purchases, including all related third-party expenses, shall be reimbursed on a pass-through basis unless

		otherwise authorized by the DCM and shall not include any markup.”
8.	Section 3.6 of RFQ	The title of this Section has been revised as follows: <u>KEY PERSONNEL- LEAD ACCOUNT MANAGER / DIRECTOR & ALTERNATE ACCOUNT MANAGER</u> . In addition, the <u>Lead Account Manager/Director and Alternate Account Manager have been identified as full-time staff positions. Subcontractors for these positions are not permitted.</u>
9.	Section 3.7 of RFQ	The following sentence has been added: “The Awarded Vendor(s) shall submit a monthly report of those activities as identified and determined by the DCM.” The second sentence has been revised as follows: “At NJEDA’s discretion we may ask Awarded Vendor(s) to participate in teleconferences or virtual meetings. In-person meetings are not expected but will be at the discretion of the DCM.” The fourth sentence has been revised as follows: “The Director of Marketing, or designee, shall have sole discretion in calling any such teleconference or virtual meeting.”
10.	Section 4.1 of RFQ	The last paragraph of this section has been replaced with the following: “Bids shall not contain URLs (Uniform Resource Locators, i.e. the global address of documents and other resources on the World Wide Web) or web addresses intended as a substitute / alternate form of submitting requisite information, in response to this RFQ. <u>Inclusion of a URL or web address in lieu of submitting actual hard copy as required herein may render the Proposal materially non-responsive.</u>”
11.	Section 4.2 of RFQ	The following sentence has been deleted: “Press Outreach /Stakeholder Engagement - How are multilingual / multicultural publications considered when doing press outreach”

12.	Section 4.2.1 of RFQ	The following sentence has been added: "Press Outreach /Stakeholder Engagement - How are multilingual / multicultural publications considered when doing press outreach?"
13.	Section 4.2.1 of RFQ	RFQ Section 4.2.1.C has been revised as follows: "The Bidder shall also set forth a detailed work plan that will address the requirements of the Scope of Work, indicating how each task in Section 3.0 typically will be accomplished, including an outline of a typical proposed meeting schedule with Authority staff and timeline for meeting typically key milestones and ability to complete the Scope of Work within the maximum timeline.
14.	Section 4.2.2 of RFQ	Fully Burdened Hourly Rate has been capitalized as a defined term.
15.	Section 4.2.2 of RFQ	The following sentence has been added: "Additionally, net costs for all TOR-related third-party expenses, including but not limited to third-party production and photography services, stock photography and other licensed materials, shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup."
16.	Section 4.2.2 of RFQ	Section 4.2.2 has been revised to include the last sentence: "A cell left blank will be considered "No Charge". "
17.	Section 4.2.5.6 of RFQ	The second paragraph of this Section has been revised as follows: "Businesses must apply to be certified with the Division of Revenue and Enterprise Services Business Certification Program. Evidence of application or certification is to be submitted with the Qualification by the Qualification Submission Due Date if this Qualification has been designated as a Small Business Enterprise Set-Aside as indicated on the Qualification cover sheet."
18.	Section 4.2.5.7 of RFQ	The second paragraph of this Section has been revised as follows:

		“Businesses must apply to be certified as a Disabled Veterans’ Business with the New Jersey Department of the Treasury, Division of Revenue and Enterprise Services Business Certification Program. Evidence of application or certification is to be submitted with the Qualification by the Qualification Submission Due Date if this Qualification has been designated as a Disabled Veterans’ Business Set-Aside as indicated on the Qualification cover sheet.”
19.	Section 5.17 (G) of RFQ	This Section has been added and reads as follows: “G. If applicable, an itemized listing and copies of receipts for all related third-party expenses, including but not limited to media purchases, third-party stock photography, and other licensed materials. These shall be reimbursed on a pass-through basis unless otherwise authorized by the DCM and shall not include any markup.”
20.	Section 6.7.2 (1) of RFQ	This Section has been revised as follows: “Bidders shall not alter this Fee Schedule and should provide pricing for all sections. Altering the form will result in the Qualification being rejected as nonresponsive. If the Bidder will supply an item on a price line free of charge, the Bidder must indicate “No Charge” on the Authority-supplied Fee Schedule accompanying this RFQ solicitation. The use of any other identifier may result in the Bidder’s Qualification being deemed non-responsive. A cell left blank will be considered “No Charge”.
21.	Section 7.0 of RFQ	“highest ranked responsible Bidder” is now stated as “highest ranked responsible Bidder(s)”
22.	Exhibit A Contract, Section 7	Section 7A. has been revised to add: “If an Awarded Vendor does not have employees and is not statutorily required to maintain Workers Compensation coverage, a letter confirming such is acceptable in lieu of evidence of Workers Compensation coverage.” Section 7D has been revised to add:

		“Awarded Vendors shall provide evidence of required auto liability coverage prior to Contract award. Awarded Vendors may request an exemption of the auto liability requirement, subject to Authority approval, if the work being undertaken on behalf of the Authority does not involve the use of vehicles to complete the work.”
23.	Fee Schedule	Instructions to Bidder have been revised. See redlined section(s)