June 14, 2022

To: All Interested Vendors

Re: Request for Quote #22- COA-001
Strategic Plan for New Jersey State Council on the Arts

Request for Quote Submission Date: June 27, 2022 (2:00 p.m. Eastern Time)

Amendment #1

The following constitutes Amendment #1 to the above referenced RFQ:

- This Amendment is to provide answers to the questions submitted.

It is the sole responsibility of the Vendor to be knowledgeable of all of the additions, deletions, clarifications, and modifications to the Request for Quote.
# Answers to Questions

Where applicable, each question references the appropriate Engagement Request section.

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| 1 | Page 1 - General                  | We currently have an active BRC for the state of NJ and are registered on ProcureNow. Based on this language we assume that we also need to register on NJStart, correct?  

**Yes, you will need to register in NJSTART www.njstart.gov**  
Assuming the answer to the above is yes, do we need to do that before contract award/with submission of the proposal?  

**Vendors are to register before the submission of the proposal.** |
| 2 | Page 1 - Purpose and Intent       | In reference to the budget on page 1 of the document and the Price Sheet, are graphic design and fully designed collateral materials included within the referenced budget estimate?  

**Yes – the budget noted on page 1 includes all primary and secondary deliverables, as listed on page 9.** |
| 3 | Page 1 – Purpose and Intent       | Does $80,000 also need to cover travel costs?  

**Yes, the $80,000 is the budget for the entire project including travel.**  
What are the travel expectations throughout the term of the contract (are there specific onsite expectations/# of visits?) |
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<td><strong>Some in-person meetings and work is expected of the successful firm. Specific onsite expectations will be discussed in further detail once the successful firm is identified. Ideally, the firm should plan to meet with the Council staff and board at least twice in-person and at least once in-person for a larger, public feedback session / focus group.</strong></td>
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| 4 | Page 6 – Contract Schedule | “The Bidder should identify the Contract scheduling and control methodology to be used and should provide the rationale for choosing such methodology.”
- Can you clarify what is meant by control methodology? Is this about how the project timeline is monitored?
  **Yes, this is how the methodology is monitored.** |
| 5 | Page 6 – Organization Charts | “The chart should include the labor category and title of each such individual.”
- What does labor category refer to? Owner/Professional/Administrative? Is this the chart that would satisfy the requirement listed in 13.11.B? (“Corporate organization chart indicating key management team members”)
  **The labor category refers to the individuals title within the company. (i.e. President, CEO, etc.)** |
| 6 | Page 8 | Is phase 2 of the Council’s DEIA work complete? What is the likeliness that the firm engaged to conduct DEIA work would respond to the current RFQ to assist in the development of NJSCA’s strategic plan?
  **The Council is nearing the end of phase 2 of our DEAI work. The Council cannot speculate on the likeliness of whether or not the firm engaged in our DEAI work will respond to this RFQ.** |
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<td>7</td>
<td>Pages 8 &amp; 9</td>
<td>What is the expectation/requirement for onsite versus virtual meeting? (i.e. internal/external stateholder interviews, public input sessions, board and staff meeting/workshops). Would the liaison/planning committee be available to assist in organizing any onsite meeting locations(s) and logistics? <strong>Some in-person meetings and work is expected of the successful firm. Specific onsite expectations will be discussed in further detail once the successful firm is identified. Ideally, the firm should plan to meet with the Council staff and board at least twice in-person and at least once in-person for a larger, public feedback session / focus group.</strong> The Council staff liaison would be available to assist in organizing logistics for in-person meetings. Specific expectations of the staff liaison’s role in this planning would be discussed in further detail once the successful firm is identified.</td>
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<td>8</td>
<td>Page 8</td>
<td>Does the Board and/or staff currently have a retreat scheduled (prior to the annual July Council meeting)? <strong>Various standing committees of the Council will be meeting prior to the Annual Meeting in July, but there is currently no full board and/or staff retreat scheduled.</strong></td>
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<td>9</td>
<td>Page 8 – Planning Approach</td>
<td>“The Planning Committee is tasked with the oversight and formulation of the strategic plan.”  <strong>Is there an existing schedule of the Planning Committee meetings (we would incorporate that into our timeline)?</strong> Planning Committee meetings for FY23 (7/1/22 – 6/30/23) will not be decided until after the Annual Meeting in July 2022.  <strong>How many times would meetings with the Planning Committee be expected during this planning process?</strong></td>
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Meetings with the Planning Committee will be scheduled as-needed, based on the workflow agreed upon by the Council and the firm.

- Can you be more specific about the role of the Planning Committee?
  The Planning Committee is tasked with periodically reviewing Council progress in relation to meeting the goals and objectives outlined in the long-range strategic plan. For the purposes of this RFQ, the Planning Committee will act both as a main advisory group that works closely with the firm (in addition to the staff liaison and Council Executive Director), as well as the entity that has final review and approval responsibilities throughout the project timeline, once the successful firm is identified and work begins.

“Components of the planning process may include, but are not limited to: One-on-one interviews with board and staff and Key stakeholder interviews”

- Do you have a specific list?
  Regarding board and staff interviews, a list of Council Members and staff can be found on the Council’s website. Key stakeholder interviews will be discussed in more detail with the successful firm. Key stakeholders may include (but is not limited to): leadership in the NJ Department of State; key partners at other state agencies; leaders in the NJ arts sector; strategic cross sector partners; and national/regional arts service organizations.

- What is the overall number of one-on-one interviews you anticipate?
  **Board and staff: approximately 30**

- Is it possible to combine some of the stakeholders and do 2-3 together?
  **The number of key stakeholder interviews, and the makeup/number of participants per interview will be**
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<td>11</td>
<td>Page 9 – 4.2 Planning Approach</td>
<td>“Components of the planning process may include, but are not limited to: <em>No fewer than 3 public feedback sessions</em>”</td>
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- Are these expected to be in-person, or can they be online? (This impacts expense and Covid can make planning these in-person gatherings challenging.)

  **The Council would expect at least one public feedback session be held in-person; ideally all public feedback sessions would be held in-person, taking safety precautions and COVID guidelines into consideration.**

- Would the Council staff do the recruiting for participants of those sessions, or would that be an expectation of the consultant?

  **Council staff would support this process in more of an advisory role – as more of a connector to partners who can bring new and diverse communities to these sessions. It’s of the utmost importance for this process that the Council hear from the broadest range of both individuals and organizations. While the Council can more easily assist with recruiting from within our network, we would rely on the expertise of the firm to help engage new voices, especially those historically underserved by Council programs and services.**

- Would the Council staff plan the event logistics and cover the associated costs (e.g., identifying/paying for a space for the sessions, refreshments, etc.) or would these be expectations of the consultant?

  **The Council staff liaison would work closely with the firm to plan event logistics, and specific work assignments/expectations would be discussed in further detail with the successful firm. All associated costs should be accounted for in the proposed budget.**
“Components of the planning process may include, but are not limited to: Anonymous public surveys”

- Does “public” mean residents of the state of New Jersey? The Council is defining “public” in the broadest sense, within the confines of New Jersey. This would include, but is not limited to: current grantees; partners in the field; audience members/patrons; and residents or members of the general public in New Jersey.
- Is the expectation that this survey would be based on a representative sample of NJ residents (that is, mimicking the demographic makeup of the State)? Note this is achieved through purchasing sample vs. using existing “arts customer” lists that the State Council and/or its regional and local grantees would maintain.

The Council would rely on standards or best practices and the expertise of the successful firm to guide these types of decisions.

“Components of the planning process may include, but are not limited to: Evaluation of longstanding statewide initiatives that involve the Council and various nonprofit partners”

- Can you give an example of these statewide initiatives? These will be comprised of mostly Council co-sponsored projects. Co-sponsored projects are programs or initiatives sponsored by the Council, in partnership with other nonprofit organizations that share the same goals (goals based on each respective project or initiative). By partnering with other organizations that share the same goals, the Council is able to widen the resources applied to the issue and build a statewide infrastructure of support. Some examples of current Council co-sponsored projects include (but are not limited to):
  - Artists in Education Residency Grant Program
  - Arts Professional Learning Institute
  - Cultural Access Network Project
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<td>12</td>
<td>Page 9 – Planning Approach</td>
<td>“Based on the understanding that the plan is expected to be released at the Council’s Annual Meeting in July 2023”</td>
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<td>• What is the start date of the project? (This will be important in building the timeline) The Council would like to identify a firm in July/August, with work starting in early September 2022.</td>
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<td>• If this is unknown, can you give us the contract term (# of months)?</td>
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- **Diversity in Arts Leadership Internship**
- **Poetry Out Loud**
- **State of the Arts**

- How many do you anticipate the process addressing? 4-6
- Can you further define what you would like included in evaluation? Our traditional approach would assess available data, e.g., years of offerings, number impacted, etc. and would be assessed qualitatively in stakeholder interviews vs. full scale program evaluation (which generally exists as a distinct project.)

**As part of the strategic planning process, the Council is interested in ensuring our current co-sponsored projects remain / are aligned with agency priorities and field needs.**

- Can you tell us what sort of existing data is available on these partnerships? While the Council does require regular reporting from all co-sponsored grantees, specific data can vary, based on project goals. Expertise and guidance from the successful firm would be expected in shaping this evaluation, but the Council anticipates budget review, required reports, interviews with partner organizations, and program review to be part of the data for this component.
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| 13  | Page 9 – Deliverables and Final Acceptance | “B. Secondary Deliverables – may or may not be included in final agreement, based on timeline and cost provided by successful firm. If included, these would also be expected to be received no later than July 2023.  

1. Full graphic design of final plan  

2. Fully designed collateral materials to communicate the new plan”  

- We are unclear as to whether or not this is a required deliverable within the $80,000 project budget. Can you explain further?  
  The $80,000 budget is the Council’s budget for all primary and secondary deliverables. The primary deliverables are the main priorities for this work, but the Council would not expect a proposed budget for the full $80,000 without all the primary and secondary deliverables as listed on page 9. |

| 14  | Price Sheet Line item 1 | • Can we assume that the body of the proposal does not require a further breakdown of cost?  
  This is correct. No breakdown of budget is required aside from the requested line items on the Price Sheet.  

• Is anticipated travel expense to be captured in this line item? Yes – all travel expenses should be included in Price Line #1. The Council does not expect travel expenses would need to be considered for Price Line #2 or #3.  

• For anticipated travel, should we use prevailing per diem rates? As per diem and travel are included in overall project cost, per Price Line #1, the Council does not dictate rates, but the expectation is that the basis for this calculation would not exceed rates as noted by the U.S. General Services Administration. |
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<td>Line item 3</td>
<td>• Can we assume that all collateral materials prepared by strategic planner for the Council can be electronic? (i.e., no production/printing of hard copy materials)? Yes – all collateral materials can be electronic, with ability of the Council to make future edits as needed.</td>
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