

RESOLUTION NO. 12 - 33

RESOLUTION OF THE TRUST AUTHORIZING THE SOLICITATION OF PROPOSALS FOR THE DEVELOPMENT AND IMPLEMENTATION OF A STRATEGIC MARKETING PLAN

WHEREAS, the Trust is authorized to make and enter contracts necessary for the performance of its duties pursuant to N.J.S.A. 58:11B-5D; and

WHEREAS, Trust Policy and Procedure No. 4.00 requires Board approval for procurements in excess of \$12,500 and requires staff to undertake a competitive process for such purchases with limited exception; and

WHEREAS, The New Jersey Environmental Infrastructure Financing Program's core customer base is municipalities, local and regional utility and sewerage authorities, and public water utilities, the majority of which rely on staff and elected officials to have knowledge of the NJEIFP as the lowest source of environmental infrastructure financing in the State; and

WHEREAS, given the frequent turnover in these positions, continuous marketing of the NJEIFP is critical to the program's continued viability; and

WHEREAS, the past and current efforts of the NJEIT to promote the program have been conducted without the benefit of an assessment of their cost effectiveness in conveying the program's message to NJEIFP customers; and

WHEREAS, it is the desire of the Board to solicit proposals for Strategic Marketing Services and in particular the development of a messaging and promotion strategy to convey the NJEIFP's value proposition to our target audiences through the current brand, NJEIFP, or through an alternative brand to be developed by the selected firm, as further delineated in Appendix A (hereafter "Strategic Marketing Services").

NOW THEREFORE, BE IT RESOLVED, that the Board authorizes the solicitation of proposals for Strategic Marketing Services pursuant to Policy and Procedure No. 4.00 (Procurement Policy); and

BE IT FURTHER RESOLVED, that the Executive Director is further authorized to designate a procurement committee pursuant to the Procurement Policy to independently review all proposals received and make a report and recommendation as to the selection of a firm for Strategic Marketing Services to the Executive Director; and

BE IT FURTHER RESOLVED, that the Executive Director shall present the Board with a recommendation for contract award for Strategic Marketing Services; and

BE IT FURTHER RESOLVED, that the Executive Director is authorized to take all other actions consistent with the Procurement Policy to procure Strategic Marketing Services.

Adopted Date: June 14, 2012

Motion Made By: Mr. Briant

Motion Seconded By: Ms. Siekerka

Ayes: 6

Nays: 0

Abstentions: 0

Appendix A



**NEW JERSEY
ENVIRONMENTAL
INFRASTRUCTURE TRUST**

Request for Proposal

**Development and Implementation of a
Strategic Marketing Plan**

**Issued by the
New Jersey Environmental Infrastructure Trust**

**Date Issued:
July 2, 2012**

**Questions and Answer Submission Deadline:
5:00PM EST July 13, 2012**

**Proposals Due Date:
12:00 PM EST August 6, 2012**

**In the Office of the Chief Budget Officer
3131 Princeton Pike, Building 6, Suite 201
Lawrenceville, NJ 08648
(609) 219-8600**

**Please Label Proposals with Firm's Name and
"Strategic Marketing Plan Proposal"**

**NEW JERSEY ENVIRONMENTAL INFRASTRUCTURE TRUST
REQUEST FOR PROPOSAL
FOR DEVELOPMENT AND IMPLEMENTATION OF A
STRATEGIC MARKETING PLAN**

Background

The New Jersey Environmental Infrastructure Trust is a State financing authority organized pursuant to N.J.S.A. 58:11B-1 et seq. in August, 1986, as an instrumentality of the State exercising public and essential government functions. The NJEIT exists within, but is independent of any supervision or control by, the New Jersey Department of Environmental Protection. It has the authority to issue revenue bonds, to make loans, and guarantee debt issued by its borrowers.

The powers of the NJEIT are vested in the Board of Directors of the NJEIT. The NJEIT consists of a seven-member board of directors. Of the four public members, two are appointed by the Governor, one by the Governor upon the recommendation of the Speaker of the General Assembly and one by the Governor upon the recommendation of the President of the Senate. The remaining three members, the State Treasurer, the Commissioner of the State Department of Community Affairs and the Commissioner of the State Department of Environmental Protection are members ex-officio. The minutes of all NJEIT meetings must be delivered to the Governor and Legislature. The Legislature may provide written comment to the Governor and the Governor may veto any NJEIT action within 10 business days. No NJEIT actions initiating the issuance of bonds, notes, or other obligations can be effective without the prior written approval of both the Governor and State Treasurer.

The NJEIT's enabling legislation requires extensive legislative oversight of the NJEIT, including fiscal accountability and control over its operating expenses, loan and debt guarantee activities, and borrowing and debt obligations. No funds from State or federal sources or State bond issues will be made available to the NJEIT unless appropriated by the Legislature. The NJEIT may not expend any funds for environmental infrastructure projects unless the expenditure is authorized by an appropriations act approved by the Legislature.

Purpose

Since 1987, the Department of Environmental Protection (DEP) and the NJ Environmental Infrastructure Trust (EIT) have partnered to provide loans to local government units and public water utilities (core demographic) for the construction and maintenance of sanitary sewer and drinking water related projects, as well as projects having an indirect water quality benefit such as land acquisition, stormwater control,

landfill closure, and remediation (environmental infrastructure projects).

This partnership provides the lowest cost financing for environmental infrastructure projects to its core demographic in the Garden State (value proposition).

The partners have named this partnership the NJ Environmental Infrastructure Financing Program (“NJEIFP” or “Brand”) as the means of representing the value proposition to the partnership’s core demographic and other related target audiences.¹

The DEP and NJEIT separately rely upon limited methods for business development such as appearing at speaking engagements, annual seminars, ground breaking and ribbon cuttings, periodic television advertising (formerly), repeat business, and word of mouth. These measures have been employed as legacy methods not as a result of a detailed analysis as to the cost effectiveness of communicating the brand either individually or as components of a larger strategy.

The Objective of the Marketing Plan will be to:

- Communicate the public necessity of addressing environmental infrastructure improvements throughout the State;
- Communicate the existence and benefits of the NJEIFP Program as a tool to address this public need; and
- Maximize the recognition of the value proposition among the NJEIFP’s core demographic and other related target audiences through either the current Brand or an alternative brand developed by the Firm.

The objective of this RFP is to secure proposals for

1. The development of a strategic marketing plan to convey the value proposition through unified messaging and promotional strategy in the marketing of the NJEIFP to its core demographic and other related targeted audiences through either the current Brand or an alternative brand developed by the consultant; and
2. Implementation of the strategic marketing plan as directed by the NJEIT. The following paragraphs describe the scope of services to be provided in the development and implementation of the Strategic Marketing Plan and information to be provided by interested firms.

The Strategic Marketing Plan will be used by multiple entities – NJ Department of Environmental Protection and the NJ Environmental Infrastructure Trust, additional state-wide entities as appropriate – all with the same goal of promoting the NJEIFP as

¹ Other related target audiences include N.J. legislators at the State and federal level and prospective underwriters of NJEIT debt (investors).

the source of the lowest cost financing for environmental infrastructure projects.

The brand and messaging will be designed to break through existing misconceptions about the NJEIFP and the “noise” created by others competing for the same business. The brand and messaging will target the core demographic and other related targeted audiences and will form the basis of the NJEIT/NJDEP’s marketing campaign.

Bidders are encouraged to visit the NJEIT’s website at www.njeit.org for additional information about its mission, programs and financial structure.

Bidders are encouraged to frequently check the Request for Proposals section of the NJEIT’s web site for any updates and/or additional information pertaining to this RFP.

Minimum Qualifications

1. A firm having demonstrated experience in the following:
 - Developing effective (state, region, nation) branding for public financing entities
 - Evaluating and Defining Brands
 - Defining, profiling and targeting a brand’s audience
 - Developing brand messaging and promotional strategies
 - Experience in the use of traditional and information technology based promotion vehicles
 - Excellent creative development skills
 - Ability to work collaboratively with clients providing timely, high-quality, and cost-effective results
2. A firm which has been in business for a **minimum of five years** providing the scope of services consistent with those sought in this RFP. similar to those for which the firm wishes to be considered. To be eligible to provide a particular service, the firm must have experience providing similar services to at least three other entities; at least one of these entities must have at least \$1 million in gross revenues.
3. The firm must not be in bankruptcy, conservatorship, receivership, or in the possession of a regulatory agency.
4. Any legal and/or regulatory inquiries and/or sanctions against the firm or any individuals employed by the firm must be disclosed.

Schedule (subject to change as required)

1. RFP published and distributed	July 2, 2012
2. Deadline for RFP questions	July 13, 2012
3. Response to RFP questions	July 20, 2012
4. Proposals due	August 6, 2012
5. Proposals reviewed and evaluated	August 10, 2012
6. Finalists contacted for interviews	August 13, 2012
7. Three finalists interviews (if needed)	August 14- 24, 2012
8. Selection	August 29, 2012
9. Board of Directors approval	September 13, 2012
10. Contract begins	October 1, 2012

All responses to RFP questions will be posted on the NJEIT's website.

Scope of Services

The chosen firm will be tasked with developing a Strategic Marketing Plan central to the implementation of the effective marketing of the NJEIFP's value proposition to its core demographic and other related target audiences. The delivered elements will include the following:

- Brand position and promise, including
 - Situation analysis
 - Brand statement
 - Positioning statements or pillars
- Brand associations (physical representation), including:
 - Any alterations to the current logo, including possible addition of tag line
 - Brand specs, such as color palette, fonts, imagery
 - Two full-page ad templates
 - Website look and feel
 - Collateral template
- Messaging Strategy
- Promotion Strategy
- A style guide that includes both the messaging and graphic standards to ensure the New Jersey economic development brand and messaging are represented consistently

PROPOSAL DELIVERABLES

Process deliverables:

- Demonstrated understanding of the NJEIFP's core demographic and other related target audiences
- Demonstrated understanding of messaging and promotional opportunities and strategies relative to the NJEIFP's value proposition as it applies to its core demographic and other related target audiences
- Detailed description of process that will be used to complete the engagement, including how much the agency will need to collaborate with the client
- Applicable examples of past work
- Applicable current and past client list
- A profile of each team member that will be assigned to this engagement and each member's role in the project
- Any subcontractors the agency intends to work with to complete this engagement along with a detailed description and a clear explanation of why each subcontractor has been chosen
- Firm price quotation for the full engagement itemized by (1) brand deliverables (2) messaging and promotion deliverables, and (3) implementation. If derived via time estimate and hourly rates, please include this information.

Creative deliverables:

- An initial round of preliminary creative concepts identifying components of the Strategic Marketing Plan Messaging and Promotion Strategy relative to its core demographic and other related target audiences and value proposition as set forth in this RFP and the firm's proposal (3 months)
- Final Strategic Marketing Plan (6 months)

Information to be Provided by Bidder

It will be the proposing firm's responsibility to provide all required information, including required attachments. No information beyond that specifically requested is required and proposing firms are requested to keep their submissions to the shortest length consistent with making a complete presentation of qualifications. To this end, the proposing firm shall complete and/or submit the following documents as part of his/her sealed proposal package presented in the following format and order. **Unless otherwise indicated, a proposal that does not provide all of the information requested below may be rejected.**

1. An Executive summary of not more than three (3) pages identifying and substantiating the basis of your contention that you are the best qualified firm to provide the requested services for the NJEIT. Please address what it is that your firm offers to the NJEIT that competing firms cannot, a statement that the proposal is a firm and irrevocable offer for the engagement period. Include the signature of an authorized official of the firm who has been designated to submit the proposal on behalf of their firm. Provide the name and address of the firm, the name, telephone number, fax number, and e-mail address of individual or individuals responsible for the preparation of this proposal who may be contacted in the event of questions or notification, and the location of the office, if other than that shown above at which the services to be provided hereunder will be performed.

2. A description of the firm's experience, qualifications and resources applicable to develop and implement a strategic marketing plan communicating the NJEIFP value proposition to its core demographic and other related target audiences through either the current Brand or through an alternative brand developed by the firm.

3. Describe in detail how the Firm will proceed with the development of the NJEIFP Strategic Marketing Plan in efficiently communicating its value proposition to its core demographic and other related target audiences through either the current Brand or through an alternative brand developed by the firm.

4. A description of the Firm's experience in developing strategic marketing plans for government entities of the type sought.

5. A listing of all current public clients, including information on the type of engagement.

6. A staffing plan listing those persons who will be assigned to the engagement if your firm is selected, including the designation of the person who would be responsible for the engagement. This portion of the proposal should include the relevant resume information for the individuals who would be assigned. This information should include, at a minimum, a description of the person's relevant professional experience, years and type of experience, and number of years with the firm.

7. Six references, including at least three clients for whom services have been provided for at least three years. Provide the contact names, positions and phone numbers.

8. Provide your methodology for calculation of fees for developing and implementing the Strategic Marketing Plan and provide fee calculations itemized by (1) brand deliverables (2) messaging and promotion deliverables, and (3) implementation.

9. Please describe your firm's presence in New Jersey including location of offices.

10. If your firm has been engaged in any litigation involving a sum of \$100,000 or more or subject to any professional disciplinary action since January 1, 2001, you must provide a description of the litigation or disciplinary action.

11. Describe all licenses held and maintained by your firm, its directors, or officers and principals and any of the individuals who will be responsible for providing the services described in this RFP that are required in order to do business in the State or elsewhere. Please provide a listing of any and all suspensions or expulsions by those regulatory agencies of your firm or any of its personnel since January 1, 2001 with an explanation of the reason for such suspensions or expulsions and the time period for such actions.

12. Provide a description of any ongoing investigations or litigation matters involving your firm, its directors, officers and principals and any individuals employed by the firm since January 1, 2001.

13. Identify any existing or potential conflicts of interest, as well as your representation of parties or other relationships that might be considered a conflict of interest, that may affect or involve transactions for the NJEIT.

Evaluation Procedure and Criteria

The NJEIT has appointed a committee to review the proposals submitted in response to this request and to make recommendations to the NJEIT Board of Directors. The committee will review all proposals in light of the major evaluation criteria set forth below **and set forth in the attached rating sheet (with corresponding weights)**.

- The Firm possesses experience, qualifications and resources to efficiently develop and implement a strategic marketing plan communicating the NJEIFP value proposition to its core demographic and other related target audiences through either the current Brand or through an alternative brand developed by the firm (2);
- The Firm's experience in developing strategic marketing plans for government entities of the type sought and associated clients and references (3);
- Identification of the team to be assigned to develop and implement the Strategic Marketing Plan (4);
- The proposed cost for services and the methodology stated for setting future compensation (6);

- The firm's presence in New Jersey (1);
- Presentation (the three firms having the highest preliminary rankings based on the above criteria, may, in the Trust's discretion, be invited to conduct a presentation of their proposals at the Trust's Offices) (3).

Please Note: Joint ventures will not be considered.

Please be advised that cost will not be the sole determining factor.

Representatives of the firms or institutions may be invited to make presentations for the limited purpose of reviewing the previously submitted proposals. The NJEIT may ask firms being interviewed to provide professional references and identify specific personnel from their staff for the purpose of an interview. The decision to conduct interviews or check references of either individual firms, all firms, or no firms is at the sole discretion of the NJEIT.

Other Requirements

1. **Business Registration:** Each firm submitting a response to this RFP is required to provide the State with proof of business registration in New Jersey. Further, in compliance with Executive Order No. 129 issued September 9, 2004 each firm submitting a response to this RFP is required to indicate in their proposal the location by country where services under the contract will be performed.

2. **Requirements of Public Law 2005, Chapter 51 (formerly Executive Order 134).** The firm selected pursuant to this RFP will be required to comply with Public Law 2005, Chapter 51, limiting the ability of State agencies and independent authorities to enter into contracts with business entities that have made certain political contributions. In order to safeguard the integrity of State government procurement by imposing restrictions to insulate the award of State contracts from political contributions that pose the risk of improper influence, purchase of access, or the appearance thereof, Public Law 2005, Chapter 51 (N.J.S.A. 19:44A-20.13 to 20.25, superseding Executive Order 134 (2004)) ("P.L.2005, c. 51") was approved on March 22, 2005. Pursuant to the requirements of P.L.2005, c. 51, the terms and conditions set forth in this section shall be a material term and condition of, and shall be binding upon all parties to, this Request for Proposals and any contract(s) resulting there from:

2.1 **Definitions** For the purposes of this section, the following definitions shall apply:

(a) "Contribution" means a contribution made on or after October 15, 2004 reportable by a recipient under the New Jersey Campaign Contributions and Expenditures Reporting Act, P.L. 1973, c.83 (N.J.S.A. 19:44A-1 et seq.) and implementing regulations set forth at N.J.A.C. 19:25-7 and N.J.A.C. 19:25-10.1 et seq. Contributions made prior to

January 1, 2005 in an amount in excess of \$400 during a reporting period are deemed "reportable." As of January 1, 2005, contributions in excess of \$300 are deemed "reportable."

(b) "Business entity" means any natural or legal person, business corporation, professional services corporation, limited liability company, partnership, limited partnership, business trust, association or any other legal commercial entity organized under the laws of the State of New Jersey or any other state or foreign jurisdiction. The definition includes (i) all principals who own or control more than 10 percent of the profits or assets of a business entity or 10 percent of the stock in the case of a business entity that is a corporation for profit, as appropriate; (ii) any subsidiaries directly or indirectly controlled by the business entity; (iii) any political organization organized under section 527 of the Internal Revenue Code, 26 U.S.C. § 527, that is directly or indirectly controlled by the business entity, other than a candidate committee, election fund, or political party committee; and (iv) if a business entity is a natural person, that person's spouse or child, residing in the same household as the person.

2.2 Breach of Terms of Public Law 2005, Chapter 51 Deemed Breach of Contract. It shall be a breach of the terms of any contract entered into as the result of this bid application for a business entity to (i) make or solicit a contribution in violation of P.L.2005, c. 51; (ii) knowingly conceal or misrepresent a contribution given or received; (iii) make or solicit contributions through intermediaries for the purpose of concealing or misrepresenting the source of the contribution; (iv) make or solicit any contribution on the condition or with the agreement that it will be contributed to a campaign committee of any candidate or holder of the public office of Governor, or to any State or county party committee; (v) engage or employ a lobbyist or consultant with the intent or understanding that such lobbyist or consultant would make or solicit any contribution, which if made or solicited by the business entity itself, would subject that entity to the restrictions of P.L.2005, c. 51; (vi) fund contributions made by third parties, including consultants, attorneys, family members, and employees; (vii) engage in any exchange or contributions to circumvent the intent of P.L.2005, c. 51; or (viii) directly or indirectly, through or by any other person or means, do any act which would subject that entity to the restrictions of P.L.2005, c. 51.

2.3 Certification and Disclosure Requirements (a) Pursuant to the requirements of P.L.2005, c. 51, the NJEIT shall not enter into an agreement or otherwise contract to procure from any business entity services or any material, supplies or equipment, or to acquire, sell, or lease any land or building, where the value of the transaction exceeds \$17,500, if that business entity has solicited or made any contribution of money, or pledge of contribution, including in-kind contributions to a candidate committee or election fund of any candidate or holder of the public office of Governor, or to any State or county political party committee during certain specified time periods. Accordingly, the business entity shall submit with its bid application Certification(s) in the form set forth in Appendix 1 attached hereto, certifying that it has not made any contribution

that would bar the award of a contract pursuant to P.L.2005, c. 51. A separate Certification is required for each person or organization that constitutes a business entity as defined above. Failure to submit the required Certification(s) with the bid application shall be a cause for automatic rejection of the bid application. (b) Prior to the award of any contract or agreement to any business entity, the business entity proposed to be the intended awardee of the contract or agreement shall report all contributions the business entity made during the preceding four years to any political organization organized under section 527 of the Internal Revenue Code, 26 U.S.C. § 527, that also meets the definition of a "continuing political committee" within the meaning of N.J.S.A. 19:44A-3n and N.J.A.C. 19:25-1.7, in the form of the disclosure **attached hereto as Exhibit D.** A separate disclosure is required for each person or organization that constitutes a business entity as defined above. The intended awardee shall submit the required disclosure(s) to the NJEIT within five (5) business days of the intended awardee's receipt of a Notice of Intent to Award a Contract.

Any business entity that is the awardee of a contract or agreement shall, on a continuing basis, report any contributions it makes during the term of the contract or agreement, and any extensions thereof, at the time any such contribution is made on the Continuing Disclosure of Political Contributions form **attached hereto as Exhibit D.** A separate Continuing Disclosure is required for each person or organization that constitutes a business entity as defined above.

2.4 State Treasurer Review All Certifications, disclosures and reports required by this section, and any other pertinent information concerning contributions, shall be subject to review by the State Treasurer prior to and/or during the term of any contract or agreement awarded pursuant to this bid application. If the State Treasurer determines that any contribution, or any other act that would constitute a breach of contract pursuant to section 9 of P.L.2005, c. 51, poses a conflict of interest in the awarding of any contract or agreement, the State Treasurer shall disqualify such business entity from bidding on or being awarded such contract or agreement.

3. Disclosure Requirement of P.L. 2005, C.271 Contractor is advised of its responsibility to file an annual disclosure statement of political contributions with the New Jersey Election Law Enforcement Commission (ELEC), pursuant to P.L. 2005, c. 271, section 3 if the contractor receives contracts in excess of \$50,000 from a public entity in a calendar year. It is the contractor's responsibility to determine if filing is necessary. Failure to so file can result in the imposition of financial penalties by ELEC.

4. Requirements of N.J.S.A. 52:34-13.2 Pursuant to N.J.S.A. 52:34-13.2, effective August 3, 2005, all NJEIT contracts primarily for the performance of services shall specify that all services performed under the contract or under any subcontract awarded under the contract shall be performed within the United States, unless (i) the contracting officer of the NJEIT certifies in writing a finding that the required services cannot be provided by a contractor or subcontractor within the United States and the certification

is approved by the NJEIT or (ii) the contracting officer of the NJEIT certifies in writing a finding that inclusion in the contract of such a provision would violate the terms, conditions or limitations of any grant, funding or financial assistance from the federal government or any agency thereof and the certification is approved by the appropriate approval officer.

5. **Source Disclosure Requirements** All bidders seeking to enter into a contract with the NJEIT in which services are to be performed must disclose the location by country where services under the contract, including subcontracted services under the contract, will be performed. If any of the services to be performed under the contract cannot be performed within the United States, the bidder shall state with specificity the reason(s) why the services cannot be so performed. The contracting officer of the NJEIT shall determine whether sufficient justification has been provided by the bidder to support a written certification by such officer that the services cannot be performed within the United States and whether to seek the approval of such certification by the Audit Committee of the NJEIT or other appropriate approval officer. Accordingly, the bidder should submit with its bid proposal the attached Source Disclosure Certification Form. **(Exhibit F)**

6. **Applicable Law.** The Agreement, including this RFP and any and all litigation arising therefrom or related thereto shall be governed by the applicable laws, regulations, and rules of evidence of the State of New Jersey without reference to conflict of law principles. Any litigation arising from this Agreement shall be under the jurisdiction of and filed in Mercer County, New Jersey.

7. **Claims.** All claims asserted against the NJEIT by any Bidder or Contractor shall be subject to the New Jersey Tort Claims Act, N.J.S.A. 59:1-1 et seq., and the New Jersey Contractual Liability Act, N.J.S.A. 59:13-1 et seq.

Attachments

Exhibit A - Form of Contract for Strategic Marketing Services

Exhibit B - Stockholder Disclosure Form

Exhibit C - Public Law 2005, Chapter 51 form (formerly Executive Order 134)

Exhibit D - Public Law 2005, Chapter 271 form

Exhibit E - N.J.S.A. 52:34-13.2 Source Disclosure Certification Form

Exhibit F – N.J.S.A. 52:34-12 Form

Appointment of the consultant by the NJEIT is contingent upon the execution of an Agreement for Services.

Acceptance Period

Proposals in response to this Request for Proposals must be valid for a period of no less than ninety (90) days from the closing date.

Submittal Requirements

Four (4) copies of your response and one (1) electronic copy should be sent to John G. Hansbury, Jr. Chief Budget Officer, New Jersey Environmental Infrastructure Trust.

Location: 3131 Princeton Pike, Building #6-Suite 201, Lawrenceville, New Jersey 08648.

All questions must be received by 12:00 noon, July 13, 2012. Question received after this date and time will not be considered. Responses to

All proposals must be received by 12:00 Noon, August 6, 2012. Proposals received after this date and time will not receive further consideration. If the Trust is interested in hearing presentations of the proposals from the three highest ranked firms, separate presentations will take place at a mutually agreeable time commencing August 14, 2012 but not later than August 24, 2012. Firms will be notified on August 13, 2012.

The NJEIT reserves the right; 1) to reject any and all proposals or 2) to waive any informalities or irregularities therein. The award will be made to the firm whose appointment as Marketing Consultant is deemed to be in the best interest of the NJEIT and the State.

Dated: June ____, 2012