



MEMORANDUM

TO: ESD Military Base Consultant RFP Respondents
FROM: RFP Review Committee
DATE: Tuesday, August 13, 2013
RE: Responses to submitted questions

The following are a list of questions submitted by prospective respondents to ESD's Military Base Consultant RFP, which is available [here](#). Questions and answers are presented in order of the RFP section from which they are drawn.

SCOPE OF SERVICES, PAGE 3, SECTION A. SUPPORT INSTALLATION ASSESSMENTS

RE: 1. "Inform iterative assessments of all New York bases and the economic and demographic analyses of areas surrounding each base in relation to the State's retention and growth strategy."

Q1: What does "inform" mean in this context—who is doing the analysis?

The Executive Chamber, Division of Military and Naval Affairs, Empire State Development and Consultant will all contribute to updated analyses of each base and surrounding area.

Q2: Does each base already have a satisfactory and current *strengths, weaknesses, opportunities and threats* (SWOT) analysis done, and what is the expected level of effort per base to "inform" the process?

Currently, some level of assessment exists for each base. Regardless, assessments must be continuously updated as circumstances change. Performing supporting analysis and advising on associated action items to retain and grow existing bases in New York State is a central function of the Consultant.

Q 3: If each base does not have a current SWOT analysis, how many bases do you anticipate needing the analysis as a part of the contract?

See above.

RE: 2. "Provide recommended updates to the State's strategic plan to retain installations and attract new missions."

Q4: What is the frequency of the periodic updates to the plan?

Updates to the plan are continuous. Updates to a working document providing the plan should be expected quarterly but may be requested as needed.

SCOPE OF SERVICES, PAGE 3, SECTION B. ADVISE ON THE STATE'S RETENTION AND DEVELOPMENT PROGRAM

RE: "1. Inform the State's retention and development plan for each major military installation, including strategy to increase visibility of and support for the bases."

Q5: Is this requirement for all twelve bases?

Yes.

RE: 2. "Explore new mission opportunities for the bases including compatible missions from federal agencies other than the Department of Defense. a. Opportunities identified for Air Force bases should give priority to missions related to air cargo, fueling or other operations utilizing the airfield, hangars and other support facilities."

Q6: Is this part of SWOT Analysis? Was this initially done as part of base retention plans, or is the intention for the contractor to do a SWOT analysis for each of the 12 bases?

Analyses and recommendations for each base exist but should be continuously updated based on changing circumstances and new opportunities. Respondents should plan to perform analysis on each base as needed.

RE: 3. "Provide information and support up the chain of command in each military service as bases are evaluated."

Q7: What activity is anticipated for this task? Is this a way of describing an advocacy effort?

Yes. This task may entail outreach, education and/or advocacy as appropriate.

SCOPE OF SERVICES, PAGE 3, SECTION C. IDENTIFY AND ANALYZE OTHER STATE ASSETS

RE: 1. "Prepare an inventory and analysis of State assets such as universities, private sector businesses and industries that could help position the State for new missions and defense-related investments."

Q8: Would you anticipate a firm doing this as part of an initial SWOT analysis, or is this part of the aforementioned "inform iterative analysis" effort?

This should be approached as a first-time endeavor.

SCOPE OF SERVICES, PAGE 3, PARAGRAPH D. PREPARE AND SUPPORT STATE MILITARY PRIORITIES

RE: "Under direction of the Washington Office of the Governor ("Washington Office") and the State's top military official, The Adjutant General of the New York National Guard ("Adjutant General of NY National Guard"): 1. "Provide support for tours of military bases by members of Congress and relevant federal officials."

Q9: What activities are anticipated in the provision of support?

Activities may entail recommendations on specific invitations, assistance with outreach and guidance on focus and strategy.

RE: "5. Support event participation and Washington visits by senior officials from the State and base community leaders as identified by the State. Set up appointments with key military agency personnel and House/Senate members and staff who are decision-makers for State military bases."

Q10: What is the anticipated frequency of such events and appointments?

Appointments will be made as needed but should be anticipated at least quarterly.