New York State Executive Chamber

After-Action Review and Related Services

Response to Firm Inquiries

Issued August 5, 2022

General

1. Can the New York State Executive Chamber share more information about the output of this engagement:
   - Intended audience (e.g., New York State Executive Chamber only, New York State interagency partners, public)?
   - Length and format? Intended use?

   The specific deliverables including intended audience, use, length and format will vary and will be documented in each Statement of Work (SOW). It is intended that findings will be released publicly subject to any limitations of Freedom of Information and privileges.

2. Will the report be publicly available or subject to FOIL by any parties?

   See response to Question 1 above.

3. What will NY State use the engagement deliverables for? Will it be used as an internal government resource? Or will it be used for public release?

   See response to Question 1 above.

4. Does NY State law prescribe a certain scope, level of detail and timelines for an After-Action Review?

   There is no State law specific to an After-Action Review, but this procurement is subject relevant State laws and regulations regarding the procurement of goods and services by Executive Agencies.

5. Is the scope of the After-Action Review limited to the activities of the New York State Executive Chamber or does it include the actions of other state-level partners?

   The scope of the After-Action Review will include the actions of New York State Agencies and Authorities.

6. How many unique stakeholder groups are anticipated to participate in the After-Action Review process?

The number of unique stakeholder groups cannot be determined at this time. Anticipated stakeholder groups include, but are not limited to, state agencies and authorities, local health departments, hospitals and other healthcare facilities, economic development authorities, congregate setting operators, and others to be determined.

7. How many state organizations/departments will be part of the AAR process?

   The number of State organizations/departments cannot be determined at this time but is likely to be between half a dozen and a dozen agencies and authorities.

8. Will Local/county Health Departments (LHDs) and Emergency Management Agencies (EMAs) be included in the AAR development? How about hospitals?

   We would expect the AAR to use information provided by LHDs, EMAs, and hospitals in the review.

9. What level of analysis has been completed to date for the New York State Executive Chamber and other state-level partners regarding COVID-19 activities?
   - If other state-level partners, such as the Division of Homeland Security and Emergency Services, have conducted After Action Reviews, to what extent will those reports be considered in the context of the Executive Chamber Report? Is the intention for the Executive Chamber report to supplement those reports or aggregate those reports?

   No After-Action Reviews have been completed. This AAR will be expected to review and use all available reports on State operations and decisions during the COVID-19 pandemic response and any internal planning documents created for the purpose of ongoing pandemic response and management that may contain helpful information for this review.

10. Were there any AARs developed by state agencies (Public Health and/or EMA) since the beginning of the response? Did the state require that the locals complete/submit any AARs? Were the goals of the state's response to COVID-19 formally set and recorded via Incident Action Plans or similar tools?

    We are not aware of any comprehensive AARs developed by State Agencies during the previous 2 years on COVID-19 response but interim agency reviews, if conducted, can be made available. The State had nor has any requirement for local AARs.

11. What phase of this project is it currently in?

    There is no phased approach to this project. The project is as defined in the RFP.

12. Will this project be procuring IV&V or project support under a future procurement for this project?

    Currently, procurement of IV&V or project support is not anticipated in this project.

13. Will the awardee be conflicted from providing future services to the state that may involve COVID-19 response or recovery?

    The awardee shall be precluded from any competitive procurement for which it prepares and furnishes specifications under this contract.

14. Can the state provide the list of firms and other organizations that have expressed interest in this RFP or submitted questions?

    Attached please find a list of firms who received notification, from the Executive Chamber, of the RFP. Please note, this is not a complete list as firms may have received the RFP by other means.

15. Is there an incumbent vendor that is, or has, provided these services?

    No.

16. Can work be completed remotely or is on-site presence required?

    The State prefers the vendor work off-site to maintain independence. Regular onsite meetings will be required throughout the contract term.

Introduction

17. Page 1 The RFP states "the Chamber would require one entity to serve as the prime contractor on this engagement." Would the Chamber be open to selecting more than one entity for award so that the Chamber has several options available based on the specialized skills/expertise defined in the respective task orders?

    As stated on page 1 of the RFP, "Consultants/organizations are welcome to present a team proposal" if one serves as the prime contractor on this project. The Chamber intends to award only one contract resulting from this RFP.

Section 1.2

18. Page 4, Section 1.2. Bullet 5 describes a "planning guide for the state to use in a future emergency." Can the state please clarify the expectations for this planning guide? Is this guide considered a separate deliverable in addition to the AAR, or is the assumption that these recommendations would be captured as part of an Improvement Plan accompanying the AAR? If a separate deliverable, can the state

provide an estimated time frame for completion (e.g., would the planning guide be completed within the 12-month base year of the contract)?

The State expects these recommendations would be captured as part of the overall AAR work. Actual deliverables will be determined at the SOW level.

19. Page 4-5, Section 1.2. The RFP notes that "…shortly after execution of the contract resulting from this RFP, the initial work is anticipated to include….providing recommendations on research methodologies and developing plans to execute the reviews." Should bidders include a high-level description of their AAR research methodology in the RFP response, or will this be required for any Statements of Work developed by the awardee after contract award? The Proposal Checklist beginning on page 59 of the RFP does not reference a Methodology Section in the Technical Proposal.

    Although bidders may discuss their experience with relevant research methodologies, there is no requirement to include methodologies in their Technical Proposals. Specific research methodologies may be addressed in SOWs as appropriate.

20. (Page 4-5) - Natural disasters can result in varied responses in comparison to public health emergencies such as COVID-19. How specifically should the guide integrate a plan for all of those types of situations? Is the expectation that vendors model for resilience for resource allocation and plans given competing emergencies? Should the guide be specific to COVID-19 or other health emergencies? If not, will vendors be expected to produce different guides for all types of state-wide emergencies?

    Vendors will not be expected to create or provide hazard specific guides or recommendations. NYS, in accordance with Emergency Management best practices, takes an all-hazards approach to emergency preparedness. Accordingly, the State is specifically seeking insight for future crisis decision making, management, and using an all hazards approach. For example, what can the State learn for decision making during a catastrophic weather event disaster from its experience during COVID-19.

21. (Page 5) - What is the total extent of vulnerable individuals as defined by the State? What other individuals would be important to include, and which factors make one considered a "vulnerable individual"?

    In the context used on Page 5 of the RFP, "vulnerable individuals" includes, but is not limited to, congregated settings like nursing home residents, homeless shelter residents, and correctional facility detainees.

22. (Page 5) - How is the quality and integrity (complete, verified, and accurate) of the data that the preferred vendor will need to work with? In which areas within scope,

do you think there will be risks in a) access to data, and b) quality of historic quantitative data, and c) data interoperability?

There will be risks in each of these areas. The vendor will be expected to do the best job they can given any data limitations or challenges. The State understands these limitations and will work with the vendor to overcome as many as possible.

23. (Page 5) - Is there an expectation to hire new staff to fill gaps or will NYS rely on upskilling and reskilling? If upskilling and reskilling is needed, will vendors be expected to develop protocols, documentation, and training materials? If recruiting is needed, will vendor be expected to be involved in that?

    The vendor is not expected to create any implementation products or be involved in the implementation of any recommendations coming from the AAR. Recommendations from the AAR will be used by State leaders to determine the best next steps to ensure the State is appropriately prepared for any future disasters.

24. (Page 5) - In the RFP it is noted, "staffing and expertise needed to plan and implement emergency procedures and specific functions that must be fulfilled." What is the existing chain of command/governance structure? Can suggestions for amendments be made?

    It is anticipated that the selected vendor will have access to State emergency management plans and can make recommendations based off of those plans, but details of this work will be finalized at the SOW-level.

25. (Page 5) What is the scope of the review requested in the RFP? Is the vendor expected to develop requested deliverables for a) the state, b) state and counties, c) state, counties, and cities? Or are we to work only with Executive Chamber to review policies specific to a state-wide level of government?

    The vendor will be expected to focus on state government. If in the course of the AAR the vendor has recommendations more relevant to county or local government, those may be included but are not to be the focus of this work.

26. Procurement (Page 5) - What materials should be considered essential for procurement review? Or should vendors only consider materials specific to COVID-19?

    The specific materials to be included in any procurement related review shall be determined at the SOW level.

27. Are direct to beneficiary programs, such as economic relief, rental assistance or other housing and income security programs that leveraged allocations from the

American Rescue Plan Act considered part of the State's COVID-19 response, relief or recovery?

A SOW is anticipated to include the State's effort to obtain and distribute the Federal funding for these program categories.

28. Essential Workers + Businesses - Was compliance of COVID-19 policies across industries recorded by the State? If not, which areas were not recorded by the State? Was industry compliance recorded by any other entities?

    No. Localities may have records pertaining to compliance by industries, but the State of New York did not record this information as compliance was managed by local authorities.

29. In the RFP, it is noted that reviews of, "coordination among and between the State and its federal and local counterparts," can be included in the scope of expected work. Will the state provide non-public communications between federal, state, and city public health entities? Or will vendors be expected to perform a review based on publicly available notices only for this piece of work?

    At the on-set of each assignment, the State and selected vendor will discuss the detailed scope of work. The vendor will then submit a proposed work plan and research methodologies that should address/make recommendations on this question. Please note, this review does not and will not have the power to compel participation or document production.

30. The RFP notes, "provide key recommendations and prioritize or categorize those recommendations." What should vendors prioritize in the recommendations they make? Should vendors aim to categorize based on a specific metric (impact vs. value) of priority? Does the State have preferred metrics to guide priorities in the recommendation portion of this work?

    Prioritization, categorization, and metrics have not been determined at this time. It is anticipated that these decisions will be informed by the initial findings due to the State at the six-month mark.

Section 1.3

31. How does the New York State Executive Chamber anticipate engaging stakeholders in the process (e.g., meetings, surveys), and are any of these engagements anticipated to occur in person?

    The methods of stakeholder engagement will be determined at the SOW level in consultation with the selected bidder. They may include surveys, calls, and meetings (virtual and in-person if needed).

32. Section 1.3 Services Required (Page 6) – “Upon request, the Firm/Consultant will be assigned projects that may include but not be limited to…” Besides the Project Manager and Engagement Partner being available to meet in-person in New York City and Albany, will any of the assigned projects involve in-person engagement (i.e., conducting focus groups) or would virtual conduct be agreeable to minimize travel costs?

    The need for in-person engagement will be determined at the SOW level in consultation with the selected bidder.

33. Is the state interested in evaluating the effectiveness of the incident command operating model? (i.e. to draw lessons learned from how state employees and leaders were mobilized on particular teams of the response… how decisions were funneled up to leadership… how key activities were segmented in the incident command)

    The contract awarded under this RFP may include discussion of decision making and information sharing however, it should be most focused on the effects/outcomes of the decision made and what can be learned from those decisions.

34. For each task, should the awardee plan to assess in scope departments or entities ability to be compliant with programs funded by state and federal funds?

    No. This falls outside the scope of this review.

35. Should the awardee plan to assess the state’s effectiveness is leveraging financial resources of state or federal funds?

    This could fall within scope of the AAR. Specifics of what policies will be reviewed will be determined during the creation and review of the SOW.

36. Section 1.3 Bullet 1 (Page 6) - What is the state's definition of "providing independent research"? Will vendors be expected to collect data separate from state records and be able to utilize that in our research assessment?

    At the on-set of each assignment, the State and selected vendor will discuss the detailed scope of work and then the selected vendor will submit a proposed work plan and research methodologies as may be appropriate. Please note, this review does not and will not have the power to compel participation or document production.

37. What are the resources and bandwidths within the larger NY State COVID-related teams that we can rely upon for the duration of this proposed project?

The State intends to dedicate two full time project managers to support the vendor during the AAR however, most individuals involved in COVID-19 response continue to be involved in response activities and have limited bandwidth.

38. Are vendors expected to spearhead discovery, stakeholder management, and implementation areas of this project?

    Yes. Due to the requirement that the vendor maintain appropriate independence during this process, they will be expected to spearhead outreach and stakeholder management. However, project managers will be assigned from the State to assist the vendor if they are unable to obtain required information or access and the Commissioner of DHSES will assist as necessary.

39. What is the expected ramp-up time for vendors to gain access to data, both owned by NY State and third parties? Where is third-party data found or accessed?

    The State will work with the vendor to access state data as expeditiously as possible, understanding the short time frame from execution of the contract to report and will work with the vendor to access data from willing third parties. Please note, this review does not and will not have the power to compel participation or document production.

40. Does the Executive Chamber know of data required to perform the independent review that cannot be supplied by NY State? If so, is the vendor expected to obtain that data independently or will NY State be able to broker access?

    This question cannot be answered at this time and will be discussed with the selected bidder in the development of the SOW and the proposed research methodologies.

41. Page 6, Section 1.3. Does the state have an estimate of the number of stakeholder interviews, focus groups, and surveys that will be conducted as part of this effort?

    No. This question will be answered in the course of the research performed by the vendor and dependent on the needs of the vendor to complete the report.

42. Page 6, Section 1.3. Given the ongoing pandemic environment, is the state amenable to the contractor primarily using virtual means (e.g., Zoom, MS Teams, conference calls) for data collection via stakeholder interviews, focus groups, etc., or is the expectation that the contractor will collect the majority of data via in-person engagements?

    Yes. The State is comfortable with the primary use of virtual means.

Section 1.4

43. The RFP states that individual Statements of Work (SOWs) will be agreed with the selected vendor. What will be the scope and size of these SOWs and will they follow the bullet points as laid out in section 1.2 of the RFP? Can NY State provide a sample SOW of a previous After-Action Review engagement?

    The scope and size of the SOWs will vary. The scope of each SOW will fall within the goals, objectives, sectors/areas and topics described in Sections 1.2 and 1.3 of the RFP. There is no previous AAR engagement SOW to provide as a sample. Each SOW will include the Firm's staff assigned to the project, project name, term, scope of work, deliverables with due dates, budget, payment schedule, and MWBE/SDVOB goals.

Section 1.5

44. Section 1.5 Mandatory Requirement for Independence (Page 6) - Would the Chamber be amenable to form FEMA employees who supported or collaborated with New York State during the COVID response being members of a Consultant team?

    The requirement excludes any vendor that previously held or currently holds a contract related to the state COVID-19 response. It does not preclude employees who previously worked for another organization on COVID-19 that are currently working for an otherwise qualified vendor from work on the project.

45. Section 1.5 Mandatory Requirement for Independence (Page 6) - May the Chamber confirm what the cooling off period is for former employees of New York State? Specifically, would someone who worked for New York State (SUNY) from 2017-2018 be allowed to participate?

    For guidance on the limitations of former State employees, bidders should consult the provisions of the New York Public Officers Law, other laws applicable to the service of State employees, and the rules, regulations, opinions, guidelines or policies promulgated or issued by the Commission on Ethics and Lobbying Government, New York State Joint Commission on Public Ethics, or its predecessors.

46. Section 1.5 Mandatory Requirement for Independence (Page 6 & 7) - May the State Executive Chamber affirm that contracts and work provided to local governments in NY State during COVID-19 would not present a conflict of interest or be considered part of the State's COVID-19 Response?

Only vendors with a state contract will be excluded from competition. All other engagements on COVID-19 must be disclosed but are not a violation of the requirement for independence.

47. What agencies are excluded from applying for this RFQ (i.e. can we get a list)? Alternatively, clarification if the exclusion of agencies that advised the state during the COVID response, also extends to those agencies that advised LHDs, EMAs, Hospitals, etc.?

    As stated in RFP Section 1.5 Firms who contracted with NYS Agencies and Authorities to advise on the State's COVID-19 response, help set up COVID-19 response, relief and recovery programs, or provide support services are not eligible for award of any contract resulting from this RFP.

Section 2.1

48. Section 2.1 Technical Proposal (Page 8) - "Firms must keep the Technical Proposal to a maximum of 30 pages (not including table of contents, resumes, and letters of reference)." Please confirm if a cover page and/or a cover letter would count against the 30-page limit for the Technical Proposal.

    A standard cover page or cover letter would not count toward the 30-page limit, but a cover letter would not be provided to the Evaluation Panel as part of the Technical Proposal.

49. Section 2.1: Technical Proposal (Page 8) - Will graphical covers (front and back) count against the 30 Page maximum for the technical approach?

    See response to Question 48 above.

50. Section 2.1: Technical Proposal (Page 8) - Will a signed Cover Letter count against the 30 Page maximum for the technical approach?

    See response to Question 48 above.

51. Section 2.1 Technical Proposal C. Mandatory Qualifications for Independence (Page 8) - "As stated in Section 1.5, it is essential that the reviews maintain a high level of independence. In addition to certifying that the bidder has not advised on the State's COVID response, helped set up COVID response, relief and recovery programs, or provided support services in Form 2 of this RFP, bidders are instructed to disclose any work that it has previously performed to advise on, helped set up or supported the COVID response in NYS. Such disclosure should include the following: 1) The scope and specific deliverables of each engagement 2) The entity for whom the work was performed 3) The total fees and expenses paid to the Consultant for each engagement. Please confirm if this disclosure is specific to firm-wide advisement on

the State’s COVID-19 response, or if individual employee conflicts of interest need to be disclosed.

Both firm-wide advisement and advisement by individual employees shall be disclosed.

52. Section 2.1: Technical Proposal (Page 7) - As there is no mention in Section 2.1 nor in Section 3.3, Technical Evaluation regarding submittal of a technical approach for performing the work described, confirm that the Chamber does not desire or require such information be provided in any of the proposals submitted.

    Although bidders may discuss their experience with relevant approaches, there is no requirement to include an approach in their Technical Proposals. The approach to a specific project may be addressed in the SOW as appropriate.

53. Section 1.2 Goals and Objectives, 1.3 Services Required, 1.4 Statement of Work, and 2.1 Technical Proposal, Section D. (Page 6) - “At the onset of each assignment, the selected Firm/Consultant and Executive Chamber will be required to document in a statement of work (SOW) all required services to complete the work…” Please confirm that within the Technical Proposal, the proposer should not describe their specific approach to successfully accomplishing the stated goals, objectives, and services required. It appears that within the Consultant/Firm Experience and Qualifications section of the Technical Proposal (2.1 D. 1.), the proposer should “briefly demonstrate their ability to apply their expertise to the Areas/Sectors identified in Section 1.3,” but that a formal SOW being provided within the Technical Proposal is not being requested.

    See the response to Question 52 above.

54. Section 2.1 Technical Proposal, D. Consultant/Firm Experience and Qualifications (Page 9) - “Provide a sample AAR report, implementation plan, or similar report previously prepared by the Consultant/Firm. Please confirm if the sample AAR can be provided via link to a shared file. If the sample AAR needs to be embedded in the proposal response, please clarify if it can be included in an appendix and whether it would count against the 30-page Technical Proposal Limit – these reports are often lengthy.

    The “sample AAR report, implementation plan, or similar report previously prepared” is in addition to the 30-page limit.

55. For the State's Technical Evaluation, does international experience qualify vendors as having consulting experience that can be warranted for use in this assessment?

    Yes.

56. Section 2.1 Technical proposal, F. Reference Letters (Page 10) - Firms are asked to supply the Chamber with letters of reference for the following: 1. At least two (2) of the Consultant's/Firm's engagements described above; 2. One (1) letter of reference for the proposed Engagement Partner; and 3. One (1) letter of reference for the proposed Project Manager. May consultants use the same client to complete letters of reference for the firm and for the Engagement Partner and Project Manager?

    Yes, the same client can provide a letter of reference for the Firm, Engagement Partner and/or Project Manager.

57. Section 2.1: Technical Proposal, F. Reference Letters (Page 10) - Will a listed reference be accepted in lieu of a reference letter for the Engagement and Project Manager? Will a listed reference be accepted in lieu of a reference letter for the project references?

    A listed reference will not be accepted in lieu of a reference letter for the Engagement Partner, Project Manager or Firm.

58. Section 2.1: Technical Proposal, F. Reference Letters (Page 10) - Is NY State Executive Chamber willing to sign an NDA in order to receive a sample AAR or accept a listed reference in lieu of the document?

    The State will not sign an NDA but would be happy to receive redacted AARs if confidentiality is an issue. Regarding a listed reference, see the response to Question 57 above.

59. How with the project contact/lead be reaching out to our references?

    The means of communicating with any reference has not been determined but would likely include email or phone call.

Section 2.2

60. Section 2.2: Cost Proposal (Page 10) - In developing rates to submit, should proposers assume that expenses for travel approved in development of the SOW will be billed separately by the awarded consultant?

    As stated in Form 1, "Hourly fees must include reproduction, travel, postage and any other expenses related to these services." The Chamber will not reimburse the selected Firm for any travel expenses.

61. Section 2.2 Cost Proposal and Form 1: Cost Proposal (Page 10) - "Proposals with a fee format different from the format indicated in Form 1 will be deemed non-responsive and the entire proposal will not be considered for evaluation or award." If the proposer follows the fee format as indicated in Form 1, is it permissible to also include assumptions that contribute to the hourly rates provided? Particularly, it is

challenging to embed travel costs in proposed hourly rates without a concrete SOW dictating what events or activities will be held in-person.

While a bidder may include assumptions in its proposal, the assumptions are not binding on the Chamber. The Chamber will not accept a proposal contingent on its acceptance of any assumption included by a bidder.

62. What is the budget for the After Action Review effort?

    The Chamber has not established a budget for the work described in the RFP.

63. Is there an approved budget in place, and if yes, what is it?

    See the response to Question 62 above.

64. Does the executive chamber have an allocated budget guideline for this engagement? If so, what is the budget vendors are expected to adhere to?

    See the response to Question 62 above.

Section 2.3

65. Section 2.3 Administrative Proposal, Form 7 (Page 11) - As a cost estimate is not being submitted in response to the RFP because a SOW will be negotiated later, how will bidders or the Chamber determine if the value of a subcontract might meet or exceed $100,000, requiring submittal of a Vendor Responsibility Questionnaire by the proposal deadline?

    If a bidder can reasonably estimate the value of a subcontract to be over $100,000 based on the work described in the RFP and the subcontractor role, the subcontractor should submit a Vendor Responsibility Questionnaire. If a subcontractor does not submit a Vendor Responsibility Questionnaire and it is determined after award that the subcontract will be more than $100,000, the Chamber reserves the right to require the subcontractor to submit a Questionnaire.

Section 2.5

66. Section 2.5 Submission of a Complete Three-Part Proposal (Page 13) - Consultants/Firms must submit hardcopy and electronic versions of their proposals in accordance with the following (A Proposal Checklist is located in Appendix C to assist Firms in compilation of proposals.): No hardcopy proposals will be accepted. Please verify that consultants do not need to submit both a hardcopy and electronic version of the proposal.

    Bidders need only to submit an electronic version of their proposal, not a hard copy.

67. Section 2.5: Submission of a Complete Three-Part Proposal (Page 13) - The RFP states “Consultants/Firms must submit hardcopy and electronic versions of their proposals…” but in the next paragraph also states “No hardcopy proposals will be accepted. The email subject line should identify the RFP and be sent to contracts@budget.ny.gov by the deadline outlined below.” May the NY State Executive Chamber clarify if the contractor is required to submit an electronic and hardcopy proposal package or only an electronic proposal package?

    See the response to Question 66 above.

68. Page 13, Section 2.5 states “Consultants/Firms must submit both hardcopy and electronic versions of their proposals.” Later, in bold, it states “no hardcopy proposals will be accepted.” Can the government please clarify whether submission is electronic only or both hardcopy and electronic?

    See the response to Question 66 above.

69. Can an extension of the due date be granted?

    At this time, the Chamber does not intend to extend the proposal due date.

70. Is the state willing to allow an extension, so that firms can identify teaming partners without conflicts?

    See the response to Question 69 above.

Section 3.3

71. Section 3.3 Evaluation and Scoring, Cost Evaluation (Page 14) - “Cost proposals will be evaluated on a pre-determined formula using the information provided in Form 1. The maximum score (20 points) will be allocated to the proposal with the lowest cost according to this formula. All other proposals will receive a proportionate score to the proposal with the lowest cost, according to the following formula: Cost points awarded = (20 potential points) X (Low Bid / Firm’s Bid).” Please provide clarity on the cost proposal evaluation. Since the proposer is only providing hourly rates (and not estimated hours associated with each rate), how will the evaluators calculate the lowest cost?

    Cost scores will be based on a weighted average hourly rate for each bidder calculated using a predetermined formula.

72. Section 3.3 Evaluation and Scoring, Technical Evaluation (Page 14) - “An Evaluation Panel will independently score each Technical Proposal that meets the submission requirements of this RFP. Evaluation Panel members will score Technical Proposals to identify Consultants/Firms with the highest probability of satisfactorily providing

the services described in Section 1.3 of this RFP…" Will the elements of the Technical Proposal (i.e., Consultant/Firm Experience and Qualifications, Staff Experience and Qualifications, etc.) be equally weighted? If not, could the approximate points per category be disclosed?

See the response to Question 71 above.

73. Section 3.3 Evaluation and Scoring Cost Evaluation (Page 14) - As we are being asked to provide rates in our cost proposal (Form 1 and Page 10) and not a NTE or Fixed Fee cost estimate, will the Chamber assign cost proposal points solely on rates provided?

    See the response to Question 71 above.

Section 9

74. DOB has requested interested bidders to disclose the vendor's names. As an MBE it's important to know who we can partner with as a potential subcontractor. Is there a way for a list of interested bidders to be posted with contact information for firms that intend to submit a bid?

    Attached please find a list of firms who received notification, from the Executive Chamber, of the RFP. Please note, this is not a complete list as firms may have received the RFP by other means.

    New York State certified Minority- and Women-Owned Businesses (MWBE) may request that their firm's contact information be included on a list of MWBE firms interested in serving as a subcontractor for this procurement. The listing will be publicly posted on DOB's website for reference by the bidding community. A firm requesting inclusion on this list should send contact information and a copy of its certification to contracts@budget.ny.gov. Nothing prohibits an MWBE Vendor from submitting a proposal as a prime contractor.

75. The MWBE goal on the project seems to have been pushed off into the task order. This does not provide a clear path for us to articulate our value proposition around the amount of work available to be subcontracted to a MWBE. This absence of specificity really puts MWBEs a material disadvantage to participate on the project in a specific scope deliverable. Can that be clarified?

    The Executive Chamber will establish MWBE goals at the onset of a project. At that time, the directory of MWBEs identified in Section 9.1 can be used by the selected bidder identify available firms.

76. Section 9 Minority- and Women-Owned Businesses (MWBE) (Page 20) - In the RFP it was mentioned that goals for MWBE participation will be set per Statement of Work. In an effort to partner with appropriate businesses to meet these goals should

we assume that the goal will be 25% for each statement of work? If not, what estimated percentage of work should be assumed?

MWBE goals may vary by SOW and as stated in the response to Question 75 will be established at the onset of a project.

77. Section 9 Minority- and Women-Owned Businesses (MWBE) (Page 20) - May the State Executive Chamber elaborate on which MWBE certificates/certifications they would accept to meet the criteria set forth in the RFP?

    See New York State Executive Law Article 15-A for more information on NYS MWBE certifications.

78. If the respondent does not intend to engage any third parties for subcontracting purposes, would the state consider waiving the MWBE and SDVOB requirements?

    Since MWBE goals will be establish at the onset of a project, any waivers would be requested at that time.

79. Does NYS have a list of preferred minority-owned vendors or veteran-owned vendors that they would like consulting firms to work with?

    A directory of NYS certified MWBEs is available at https://ny.newnycontracts.com as identified in Section 9.1

Section 10

80. In the RFP it was mentioned that goals for SDVOB participation will be set per Statement of Work. In an effort to partner with appropriate businesses to meet these goals should we assume based on your website that the goal for SDVOB to be 6% for each statement of work? If not, what estimated percentage of work should be assumed?

    SDVOB goals may vary by SOW and as stated in Section 10.A of the RFP will be established at the onset of a project.

Appendix B

81. Appendix B. Sample Contract / Post Award Form (Page 35) - "The above rates shall apply to all hourly compensation paid under this AGREEMENT. The hourly rates are inclusive of personnel, travel, postage, reproduction and all other expenses related to the engagement." "The CONTRACTOR will bill for travel expenses in accordance with the State of New York Office of State Comptroller Travel Manual." Please confirm that travel should be embedded in hourly rates which would nullify the billing for travel expenses.

As stated in Form 1, “Hourly fees must include reproduction, travel, postage and any other expenses related to these services.” Travel should be embedded in hourly rates. The Sample Contract will be revised to remove the language regarding travel reimbursement.

82. Will the Chamber consider changes to the Sample Contract and/or Standard Clauses if alternate language is provided with a bidder’s proposal?

    The Chamber will not consider alternative contract language for the Sample Contract or Standard Clauses (Appendix A).

83. Will the Chamber consider limiting their ability to audit the financial records of consultant/organizations per section XVIII of the Sample Contract?

    Please note that the State’s ability to review records is limited in transactions relating to the contract resulting from this RFP.

Form 1

84. Form 1: Cost Proposal (Pages 61-62) - “Hourly fees must include reproduction, travel, postage, and any other expenses related to these services.” “This individual (Engagement Partner and Project Manager) must be available to meet with Chamber staff in Albany or New York City.” Is there an available estimate for how often the Engagement Partner and Project Manager would be expected to meet in-person in Albany or New York City throughout the life of the review (i.e., weekly, bi-weekly, monthly, etc.)?

    Most months the engagement partner will need to be available at a minimum for monthly in person meetings however during the initial kickoff, the month prior to the 6-month mark, and the month prior to the 12 months mark the engagement partner may be asked to meet in person weekly either in Albany or New York City.

85. How many meetings are anticipated for the Engagement Partner and Project Manager in Albany / New York City?

    See response to Question 84 above.

86. Form 1: Cost Proposal and 2 Proposal Requirements, E. Staff Experience and Qualifications – 2. Other Proposed Staff (Pages 9, 61) - “As specific projects are assigned under the resulting contracts, Consultant’s/Firm’s will be required to access talent with the breadth of experience required to successfully support the State’s needs.” Given that Form 1 only includes the Core Staff titles, would additional hourly rates be able to be submitted as the project progresses, or should the proposer include hourly rates for other proposed staff?

Form 1 must include the rates for all staff to be utilized under the contract, both Core Staff and Other Proposed Staff. Use the titles provided, even if those titles are not consistent with the Firm's existing titles. Do add titles or additional rates.

87. Can the Cost Proposal Form be modified to include additional job titles?

    No, do not add job titles. As stated in Form 1, "Firms are required to use the titles provided, even if these titles are not consistent with the Firm's existing titles."

88. Form 1: Cost Proposal (Page 62) - Description of Titles Both the Qualifications of Engagement Partner and Qualifications of Project Manager descriptions state "This individual must also be available to meet with Chamber staff in Albany or New York City." On how much notice must these individuals be able to physically meet with Chamber staff?

    Although the Chamber cannot provide a minimum lead time for in-person meeting, it will use its best efforts to give the selected bidder reasonable advanced notice prior to such meetings.

89. Page 61, Form 1 Cost Proposal. It states that "each person proposed to perform services in response to this RFP should be listed next to the corresponding title provided on the Form." Does the state want the Consultant/Firm to list only core team members since future requirements are uncertain or should we list any persons we anticipate might work on this project?

    Bidders are required to list core team members but may also list other persons anticipated to work under the contract resulting from this RFP.

90. Page 61, Form 1 Cost Proposal. Are we correct in assuming that for this submission the state only wants hourly rates for each labor position and that hours by position and cost will be determined based on subsequent statements of work developed? What is the anticipated budget for this project?

    Only hourly rates for the titles in Form 1 are required at this time. Hours and total project costs will be established at the SOW level.

Form 6

91. Form 6: MWBE Diversity Practices (Page 74) - Is completion of the Diversity Practices Questionnaire necessary if Bidder does not anticipate Cost at $250K or above?

    For the purposes of the Diversity Practices Questionnaire, bidders should assume the total cost of the contract resulting from this RPF will be over $250,000.

92. Form 6.2 Diversity Practices Scoring Matrix (Page 77) If a prime proposer is a WBE, this may disadvantage the weighted score of Form 6.2. For example, for question 5, what if a firm participates in a mentor-protégé program as the protégé or for question 4, receives training rather than provides it? Would the prime proposer being a certified WBE provide weight to this scoring category?

    The scores awarded on the Diversity Practices Questionnaire include how thoroughly a firm demonstrates their efforts to support diversity practices. For all questions, including 4 and 5, firms should include any relevant information like participating in training programs and as protégé.

STATE OF NEW YORK EXECUTIVE CHAMBER
REQUEST FOR PROPOSALS
AFTER-ACTION REVIEW AND RELATED SERVICES
List of firms who received notification – August 5, 2022

Bain & Company, Inc.
Alvarez & Marsal Public Sector Services, LLC
KPMG
Maximus
The PFM Group
Electronic Knowledge Interchange,
First Data Government Solutions, LP
Gartner Inc.
Grant Thornton LLP
International Business Machines Corporation
Public Consulting Group, Inc.
Booz Allen Hamilton
Ernst & Young
Oliver Wyman
A.T. Kearney
CSC (Computer Science Corporation)
The Cambridge Group
Analysis Group
ICF International, Inc.
Huron Consulting Group
Abt Associates Inc.
Authur D. Little
Point B
Censeo Consulting Group
Milliman Inc.
ZS Associates
L.E.K Consulting
Strategic Decision Group
NERA Economic Consulting
Charles River Associates
Stern Stewart & Co.
Bates White
Kaiser Associates
FTI Consulting Inc.
Northrop Grumman
Oracle Consulting
Raytheon Professional Services
Navigant Consulting
BAE Systems Applied Intelligence
General Dynamics Information Technology
Hay Group
Bennett Midland
Intueor Consulting
Prime Vendor Inc.
Sanghi Consulting, Inc.
DRI Consulting
Reveal Analytics
Ashlin Global
Bay Area Economics
CB Richard Ellis
Newmark Grubb Knight Frank
Cornerstone Group of New York
Currie & Brown, Inc
Duff & Phelps
Greystone Corporate Realty Services
Hipercept
HR&A Advisors
JRT Realty Group Inc
Jones Lang LaSalle Americas
U3 Advisors
Precise Management Inc.
Schall & Russo Planning Works LLC
Savills Studley
DTZ/Cushman Wakefield
Integris Applied
Infosys Public Services. Inc.
Deltamine
ImageWork
Long Island Financial Management Services
The North Highland Co.
Sequoia Consulting Group
Org-ology
GGI Brokerage
Capstone Strategy Group
International Deliverables LLC
Policy Innovation, Inc.
CGR
Malala Management Consulting LLC
Tech Valley Talent
Bonova Advisory Inc.
Parks Municipal Consulting
Onvia
1Digit, LLC
Carlisi Consulting Group, LLC
Green Silk Associates LLC
Hudson Chesapeake Ltd
Ingrid Bredenberg

Joslyn Levy & Associates LLC
Keleher & Associates, LLC
KP Clarity, LLC
MFR Consultants Inc
MRW Consulting Group International, L.L.C.
Performance Management Partners, Inc.
ProKnowledge, LLC
Research Works Inc.
Romanoff Consulting, LLC
RSFG Consulting Group LLC
Social Strategies Group, Inc.
Spy Pond Partners, LLC
Strategic Management Solutions
Sunset Green Home LLC
SVI Services, Inc
The BKW Transformation Group
The Saile Group, LLC
Transformational Conversations
Tyra Lewis LLC
Via Associates
VonSwy Solutions
Centric Consulting
QMR Consulting
Optimus SBR
Public Sector Performance Associates
CohnReznick
Front Line Consulting
Briljent, LLC
Constant Associates
Connect Consulting
Innovative Emergency Management, Inc.
Witt O'Brien's
Whittington and Associates, LLC
Stacy M. Burr Consulting
Citygate Associates, LLC
All Hands Consulting
EM Partners
Synergy Disaster Recovery
Integrated Solutions Consulting
NORC at the University of Chicago
Medasource
Tetra Tech
Berk
CNA
Eric Holdeman & Associates
PA Consulting
Accenture
Tech Valley Talent
Hagerty Consulting, Inc
1020 Let's Go!
Abator Information Services Inc
Acclaim Systems, Inc.
Accreditation Guru, Inc.
ACCU-SOLVE Group
Advanced Contracting Services, Inc.
Advanced Energy Group, LLC
AIOPX Management Consulting
ALIGN Healthcare Solutions LLC
Altelijent LLC
American Business Strategies, Inc.
American Personnel Managers & Consultants Inc.
Ann Lesley Diaz
Anne Grunewald
Aquino Consulting & Coaching LLC
Ariel Analytics LLC
Arisohn + Murphy LLC
Ashokkumar Sheth
Ask Holly How, LLC
Asset Performance Management, Inc.
Atape Group, LLC
Atema Inc.
Avila Consultants, Inc.
Barn-Livin' LLC
Basu Technology, Inc.
BCI Consulting, LLC
Bell Creek Consulting, LLC
Benjamin & Young, LLC
BKW Transformation Group, Inc.
Blue Sky Design Supply, Inc.
Blutrane Consulting, Corp.
Boateng Creatives, LLC
BrianAnsari and Associates Incorporated
Bridge Business Consulting, LLC
BSMART Coaching
Buffington & Hoatland CPA's PLLC
BusDev Solutions LLC
Business Resource Connections Net
C&A Consulting LLC
Cahill Consultants, Inc.
Capital Resource Management, Inc.
Capstone Strategy Group LLC
Carlin Solutions, LLC
Carlisi Consulting Group, LLC
Carol Gordon Consulting LLC
Chrysalis Coaching, LLC
Clare Monteau LLC
CLF Consulting Inc.
Clinical Project Consulting L.L.C.
CLW Management Consultants, Inc.
Comrie Enterprises LLC
Con Rac Construction Group LLC

Contract Trainers Inc
Cora Group, Inc.
Counterpoint Holdings
CR Dynamic & Associates, Inc.
Cynthia S. Aikman
DAH Consulting, Inc
DAKOTA CONSULTING
Danielle Donaphin
Debra Joy Markowitz-Best
Deroo Consulting
Dharam Lally and Smith, LLC
Diversify-NY, LLC
DP Sales Pro
E-Research and Management, Inc
E-Squared Consulting Corporation
Eclipse Marketing Services Inc
Educators 4 Education LLC
Eileen K Ward & Associates Inc
Element 9, LLC
Elite Business Strategies, LLC
Elysian Consulting, LLC
Empowering Success Career Coaching and Consulting
Enhanced Due Diligence Advisory Inc.
Enlightened, Inc.
Essense Partners Inc.
Eve Berry & Partners, LLC
Exico, Inc.
Facility Matters, LLC
FG Solutions, LLC
FINANCIAL & REALTY SERVICE LLC
Financial Technologies, Inc.
Fine Arts & Sciences LLC
FTZ Services, LLC
Galica LLC
Gena Christian & Associates, LLC
Ghostwriters Communications, Inc.
Global Dynamic Group I, LLC
Glow Media & Marketing, Inc.
Goralex Corporation
Graham International Consulting and Research Inc
Grant Leading Technology LLC
Gray Slate Capital LLC
Great Disclosure LLC
Green Solutions Engineering & Energy Management. P.C.
Gwen, Inc.
Gwendolyn Murray
h2ocleanse, LLC
Haydan Consultants, Inc
Health and Human Service Consulting
Hudson Rock Group, Inc.
Hut Consulting, LLC
IBEX IT Business Experts, LLC
ignitem, LLC
Illume Projects, LLC
Imagineers Group Inc
Independent Public Advisors, LLC
Infrastructure Advisors LLC
Innovative Claims Strategies, LLC
Inspire Improv and Coaching Inc
Integral Agile, Inc.
Integration Strategy, Inc.
IntelliGreen Partners , LLC
Invictus Engineering, P.C.
iSER Consulting, LLC
J. A. Strategies, LLC
JDR Consulting LLC
Jean McPheeters Consulting LLC
Joslyn Levy & Associates LLC
K Karp Consulting Co. Inc.
KABOD Consulting Group LLC
Kara Page
Kath Straub & Associates, LLC
Keleher & Associates, LLC
Kelly Grace Smith
Kingswood Forest LLC
Kismuth Consulting
Koryak Consulting, Inc.
KP Clarity, LLC
L&J Consulting Services Inc
LaunchTech, LLC
Law & Mediation Offices of Carolyn M. Laredo, PLLC
LB Transportation Consulting, Inc.
LE Oswald Consulting
LeGrande Technical and Social Services, LLC
Leslie Suzanne Kendall
Link Tech LLC
LKG-CMC, Inc.
M Int'l Engineering, PLLC
MacCallum Consulting
Mackin & Casey, LLC
Madison Healthcare Advisors
Management and Administrative Solutions, LLC
Management For Millennials
Marge Fleck Professional Advisors, LLC
Margery K. Merzig
MAVA Holdings, LLC

MBI Consulting, LLC
Mcmillan Empowerment Enterprise
Medco Consultants
MedTec InterLinx, LLC
Meghan Johnston & Associates LLC
MFR Consultants Inc
Miller Consultants, Inc.
Mind Squad Consulting, LLC
Mindboard, Inc.
Mise En Place Professional Organizers, LLC
Mitchell & Titus, LLP
MMC Group, L.P.
Mohanty Gargiulo LLC
Mondre Energy, Inc.
Monica Sharp LLC
Montage Diversity Consultants LLC
Morello & Associates
Moretti Consulting, LLC
NETCAST CORP
NJ&C Associates Inc
NMG Evaluation
Nordique Consulting Group
Nu-Pulse Technologies, Inc.
O'Connor Analytics LLC
Omni Strategy, LLC
On Wavelength Consulting LLC
Organizing. Buzz
OrthonTech, Inc.
Osceola Consulting, LLC
P A Walsh Managment, Inc.
Paragon Management Group, Inc.
Parks Municipal Consulting, LLC
Pearl Strategy Partners
Pena-Alcantara Consultants, Inc.
Performance Management Partners, Inc.
Ploutus LLC
Possibilities LLC
Premier Management Corporation
Professional Medical Billing Associates, Inc
ProKnowledge, LLC
Pronto Consulting Services LLC
Propinquity Associates Business and Management Consulting
Prosperitas Services LLC
PSRI Technologies, LLC
Q.E.D., Inc.
Radin Consulting, Inc.
Rambeau Consulting Group LLC
Rhonda Morton
River White Solutions LLC
Rodney J. Littles & Associates, Inc.
Roraima Consulting Inc.
RSFG Consulting Group LLC
RV Enterprise Inc
RV Global Solutions Inc
RV Rhodes Inc.
Saba and Associates, LLC
Sales360plus
Securance LLC
Seventeenth Addition, LLC
Sherri McArdle LLC
Shifting Gears Unlimited
Slocum-Webber Group, LLC
Sobers Consulting, LLC
solve& consulting, llc
Spy Pond Partners, LLC
Strans Engineering, PLLC
Strategic Development Specialists, LLC
Strategic Management Solutions
Strategic Project Solutions, LLC
Suany Chough
Sullivan Cove Consultants, LLC
Summit Service & Associates LLC
SunnBelle, Inc.
Susan Hiertz Enterprises, LLC
Sustainable Public Infrastructure Partners, LLC
Synergy Business Development, Inc.
T Wilson & Associates, LLC
Taru Associates Corp.
Team Support Services, Inc.
TechEdge Consulting
Technology Concepts Group International, LLC
The Alvina Group, Inc.
The Ascent Group, Inc.
The Enterprise Consulting Group, Ltd.
The Ivy Network, LLC
The Kaleidoscope Group, LLC
The Organization Effectiveness Group, LLC
The Saile Group, LLC
The Sarina Roffe Consulting Group, Inc.
The Transport Group, LLC
Thomas Coaching Company, Inc.
TMNY Services, Inc.
Total Quality Associates, Inc.
Tyra Lewis LLC
Urban Policy Development
Val Davis Inc
Vargas Associates Inc
VOV Enterprises, Inc

W.R. Revels Company
Ward Global Enterprises, LLC
Western Power Project Advisors LLC
Williams, Bailey & Associates, LLC
Winsor Consult Group Corporation
Workplace Communication Inc
Write It Up, Inc.
YL Education Consultant
ZebraEdge, Inc.
Elite Command Solutions, LLC.
ROTAC LLC
Storij, Inc. dba The So Company
Torvalsen Consulting, LLC dba TMS
Waterfront
Monarch Project Management Services
The Costas Group, Inc.
Ivy Solutions International LLC
Captain Consultants, LLC
Timothy Felix dba TIM
Veteran Consulting and Research Corp.
The Quality of Life Agency LLC
TrinDara LLC
Veterans Emergency Management Allied
Corp.
Strategic Fish LLC
FRsix LLC
Org-ology Inc.
Sussurratore DC, LLC
ALI Consulting Services, LLC
Barney Style Solutions, LLC
Project Enterprize, LLC