

The Center for Community Studies  
at  
Jefferson Community College

**PRESENTATION OF RESULTS**  
September, 2001

PROJECT:  
**BLACK RIVER CORRIDOR ECONOMIC  
ADJUSTMENT STRATEGY**

**TASK A**

**Military/Defense-related  
Opportunities**

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Presentation of Results

Black River Corridor Economic  
Adjustment Strategy Project

Military/Defense-related Opportunities

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## **BLACK RIVER CORRIDOR PROJECT TASK A**

### **SUMMARY**

The Center for Community Studies at Jefferson Community College Black River Corridor team was tasked to examine general and specific opportunities to increase the amount of government/defense business placed with companies in Jefferson County. The task included the study of both local (Ft. Drum-related) and national contracts.

#### **Research Description:**

The Center for Community Studies' Black River Corridor team conducted the following research tasks:

- Identified and organized primary county industry by product type and NAICS. This was used as a basis for exploring available government work. This research is summarized in Appendices I and II.
- Studied government procurement patterns as described in the Commerce Business Daily (CBD) on-line databases, over the past five years. Procurements in each of the major industrial sectors of Jefferson County were explored for opportunities.
- Surveyed local producers regarding their interest in government business and the needs and barriers they saw in pursuing those opportunities. These results are further described in Appendix IV.
- Worked with local contracting/purchasing managers at Ft. Drum to determine current procurement patterns and opportunities, and to understand barriers that limited local participation in some contracts.
- Studied the Lear Siegler aircraft maintenance contract currently in operation at Wheeler-Sack Airfield, looking for lessons in attracting similar business to Jefferson County.
- Reviewed commercial/government contract listing services, as potential supplements to CBD listing for local firms. These results are detailed in Appendix III.
- Developed a "Guide to Doing Business with the Federal Government" for use by JCJDC, local chambers of commerce, and their members. This guide is included as Appendix V.

## General Findings:

The Center for Community Studies' Black River Corridor team conducted extensive research into US government purchasing/contracting patterns and approaches, both locally and nationally. The primary findings from this research include:

- The US Government purchases large amounts of commodity products that are currently produced in Jefferson County. These include: milk/dairy products, paper products (pressboard, cardboard, and related paper products), lumber and wood products, felt, and industrial chemicals. Most of these purchases are made in very large quantities, through central offices.
- The US Government does not typically purchase manufactured sub-component items, such as fractional-horsepower motors or armatures, braking systems, boilers, chemical reactor systems, castings, or machined metal items. These products are more commonly purchased by companies acting as prime contractors for government/defense projects.
- Few businesses in Jefferson County are currently engaged in pursuing national government or defense subcontracting work. The barriers cited to pursuing these opportunities include: slow payment, extensive paperwork requirements, and a lack of awareness of opportunities.
- Ft. Drum is extremely active in supporting local procurement initiatives and in placing as much business as possible with local firms. Ft. Drum currently places over \$21 million worth of local procurement business each year. Roughly 30% of all contract dollars are spent in the Northern New York region. This compares to an Army-wide estimated average of only 20%.
- The bulk of all national government procurements are published in the Commerce Business Daily (CBD). This would allow local businesses to identify opportunities but has substantial drawbacks. Specifically, it can be cumbersome to use, and it has no capability to proactively inform users of new opportunities. It must be searched on a daily basis to spot new bidding opportunities.
- The US Government does not typically procure goods or services through retail channels, beyond strictly local purchases. Contracts are typically let directly to producers.
- Almost all local businesses qualify for special set-aside procurements as a result of their location in a hub zone. To date, only 17 businesses in the tri-county region have registered as a hub zone business, in spite of intensive promotional efforts on the part of the Small Business Development Center.

## Conclusions:

- There are some opportunities for local businesses to gain business from national government procurement or as subcontractors. These opportunities are likely to be limited by the specification-driven nature of government procurements, as well as the site and price-competitive nature of many contracts.
- To compete for these opportunities, many local producers will need access to government procurement announcements in a format more user-friendly than current CBD listings. Some form of electronic search product should be considered.
- Because there are no central listings of government/defense subcontract opportunities, local producers must be included in the supplier lists of prime contractors to compete for these opportunities.
- Government/defense contracting is a specialized environment and presents some barriers to entry for many firms. Local businesses will need help in overcoming these barriers and in developing competitive strategies for winning government contracts. Information/training are the most critical needs.
- National Government/defense opportunities are most likely to benefit our largest manufacturing and professional/technical services companies. Tourism, retail, and agriculture are far less likely to be direct beneficiaries. As our manufacturing sector continues to decline in favor of service, the real value of national government/defense work will decline. Our current manufacturing concentration on commodity products such as milk, paper, or felt is not a good match for most government procurements. We lack the volume and economies of scale to compete for major government commodity buys.
- The Ft. Drum Contracting Office has already done substantial work to encourage and facilitate local businesses bidding on Ft. Drum contracts. Substantial advice and assistance is available to any businesses interested in positioning themselves for these opportunities.
- Almost \$16 million is spent by Ft. Drum annually using IMPAC (credit) cards with an estimated \$12 million (75%) spent locally. This money is spent by individual officials or authorized soldiers and is not subject to any competitive bidding process or announcements. Any purchase under \$2,500 may be made in this fashion. Local retailers can attract this business by promoting their goods and services directly to Ft. Drum IMPAC cardholders. Lists of these holders can be obtained by contacting the Ft. Drum Freedom of Information officer.
- The Lear Siegler operation does not represent an easily duplicated or expanded model. Some opportunities might exist to interest the corporation in future expansion in Jefferson County.

- Ft. Drum currently purchases fluid milk for use in both dining halls and commissaries through contracts with Byrne Dairy. The separate commissary at Ft. Drum purchases milk from Upstate Milk Cooperatives.

## **Recommendations:**

The Center for Community Studies' Black River Corridor team, after conducting the research specified in the contract, offers the following recommendations to expand the scope and value of US Government/defense-related business in Jefferson County:

1. Using BIDSearch<sup>sm</sup> or a similar bid-identification service, Jefferson County Job Development Corporation (JCJDC) should serve as a central office to assist member businesses in identifying specific government business opportunities. This will help interested businesses in identifying appropriate government business opportunities.
2. JCJDC should send copies of a "Guide to Jefferson County subcontractors" (see Appendix I for a recommended format), to the attached list of defense-related prime contractors. This will help local businesses be included on the supplier listings of major defense contractors and allow Jefferson County producers to compete for subcontract business nationwide.
3. JCJDC, teamed with JCC, the Ft. Drum Contracting Office, and other appropriate local agencies, should coordinate a series of training programs aimed at helping local businesses become more competitive in government contracting. Subject areas should include proposal writing/strategies, teaming/partnership approaches, and government regulation compliance.
4. JCJDC, along with local chambers of commerce, should publicize the list of Ft. Drum Garrison IMPAC cardholders and encourage members to provide them with catalogs, price lists, and other information that could encourage the use of IMPAC cards locally. Current estimates show that \$4 million in IMPAC card spending is leaving the area. Some of this may be capturable. JCJDC should team with the Greater Watertown-North Country Chamber of Commerce to develop a decal for businesses to announce their acceptance of IMPAC cards.
5. JCJDC, along with local chambers of commerce, should actively encourage area businesses to register as hub zone businesses, to improve their opportunities to win government business.
6. JCJDC should work with Congressman McHugh's office to send a letter to Lear Siegler corporate headquarters, advising them of our interest in working with them on future projects.
7. JCJDC should monitor the Procurement Technical Assistance Center (PTAC) program. If funding for additional sites become available, the agency should consider application. In the meantime, interested local businesses should be referred to the PTAC in Cattaraugus County.

8. JCJDC, the Greater Watertown-North Country Chamber of Commerce (GWNC), and other chambers of commerce should use the Appendix V “Guide to Doing Business with the Federal Government” as a tool to teach local businesses. The appendix should be published and made available to each organization, as well as provided on JCJDC’s website.

## Research Description

**Task A: Identify opportunities for attraction and expansion of military/defense-related business and industry, and enhancement of local defense procurement opportunities.**

1. Examine and categorize goods and services produced in Jefferson County, or which could reasonably be produced with existing resources. Compare this data to defense procurement data to identify untapped opportunities to do business with Ft. Drum.
3. Examine goods/services solicitations listed in Commerce Business Daily that correspond to capabilities in the local economy and identify untapped opportunities for Jefferson County businesses to bid on national defense business.

Consultant methodology for this sub-task began with a search of the Commerce Business Daily for product and service Requests for Quotes by United States government agencies doing business in New York State. An independent line of enquiry was conducted through interviews with the staff of the Directorate of Contracting at Ft. Drum, New York. Once product categories were identified, *North American Industry Classification System (NAICS)* codes were assigned to identify the types of firms producing those products. A master list of **Jefferson County Products and Producers** was compiled by NAICS code and is submitted as Appendix II to this report. Data for this list came from the 1999 Jefferson County Industrial Directory and Business Services Guide, produced by the Jefferson County Job Development Corporation, from the 2000 edition of the Jefferson County Buyers Guide, produced by the Greater Watertown-North Country Chamber of Commerce and from the Yellow Pages of the current Jefferson County local telephone directory.

Samples of searches of the Commerce Business Daily of interest to local firms are submitted under separate cover. An initial search of the Commerce Business Daily was conducted using **CBDNet**, the free access website provided jointly by the U.S. Department of Commerce and the Government Printing Office, at <http://frwebgate.access.gpo.gov>. All searches covered both active and archived Requests for Quotes and turned up records back to 1996—a five-year period.

### **CBDNet Sample Searches**

Since many government requirements are met through multi-year contracts and many contracts are awarded with exercisable options for extension, the volume of business for any given product varies considerably from year to year. In analyzing opportunities, this study focused on RFQs from 1999, the last year for which a complete series of inactive requests was available online. All searches were conducted using CBDNet's own search engine and by use of key word (phrase) searches. Searches may be done using other parameters, such as a Department of Defense class code for goods and services; date posted, procurement action identification number and the like.

Vendors with specific interest in Ft. Drum procurement actions can search using the installation identifier, **DAKF36**, or by using the phrase “Ft. Drum” or “Ft. Drum, New York”. We ran these searches and they were very helpful in turning up opportunities for construction contractors and other installation-specific commodities and services. We were aware from our interviews that many items used at Ft. Drum do not show up using such a search. For example, additional contracts are let by the General Services Administration for items used by multiple government agencies and many military contracts are managed through assigned Depots around the country. The Army Corps of Engineers issues RFQs for projects that may be of interest to Jefferson County firms that do not relate to Ft. Drum. We, therefore, ran searches using each of the major purchasing class codes; the geographic identifier “New York State”, and commodity terms such as “bottled water”, “tents”, “architectural/ engineering services”, “zinc die casting”, “ANFO explosives” and any other terms that described products produced by Jefferson County businesses and manufacturers.

### **Findings and Opportunities**

In terms of frequency of occurrence and CBD’s “Relevance” score, the best matches between government requirements and Jefferson County products were for **felt textile products, wooden pallets, bottled water, press board and tents. Architectural and engineering service** contracts occur throughout New York State and the biggest local firms might benefit from leads in Commerce Business Daily. **Construction** projects of all sizes and involving all trades are available at Ft. Drum and at other government installations and facilities around the state. Architects, engineers and contractors in all trades who have a regional scope of business will benefit from a regular search of CBD “Code Z” listings of RFQ’s for “Maintenance and Repair of Real Property, New York.” **Corrugated cardboard boxes** also score high.

Other, seemingly “natural” opportunities for Jefferson County products did not score well. For example, cheese products turn up as components in complex items such as “sandwiches for mess halls”, “omelet with bacon & cheese tray pack” and the like. Cheese is required in forms we do not produce such as “Cheese, American, Processed, Dehydrated, Pasteurized, No. 10 Size Can.” Fluid milk requirements are for delivery to specific sites outside of New York. While New York milk might find its way to some of these sites, it will not do so directly. No procurement actions for delivery of liquid milk to Ft. Drum turned up in our survey or in Ft. Drum’s Fiscal Year 2000 report of economic activity. Further investigation found that milk is purchased through a Depot in Pennsylvania for a variety of federal agencies. Fluid milk purchases made through the Army and Air Force Exchange System (AAFES) would not show up in any of these types of searches. Interviews with Ft. Drum personnel indicate that local specialty products are purchased regularly or from time to time for commissaries and service clubs. A specific example cited was Croghan Baloney and other examples could include local cheeses. Since AAFES-owned facilities are funded by soldier contributions and are self-sustaining, their purchases do not run through the Department of Defense and will not appear in CBD.

ANFO explosive requirements appear occasionally in association with federal highway construction projects. A typical RFQ links manufacture to use on-site and 1999 sites were outside of New York State. There were no requirements for “fractional horsepower electric motors” listed, nor were there requirements for “air brakes”. These items could be expected to be solicited by prime contractors bidding on more complex items. The U. S. government does not purchase many locomotives or railcars judging from a search under those terms. Jefferson County’s major metal cast business does not produce items destined for government procurement. In short, a growth in manufacturing driven by government demand for local products is not likely.

2. Examine categories of contracts let by the Ft. Drum Directorate of Contracting, or procured through U.S. government IMPAC card purchases. This information will be compared to local capability data to identify significant types of items, which could be provided by local firms.

No significant new classes of products/opportunities were found as a result of this search. The IMPAC program gives authorized employees of the Department of the Army discretionary purchasing authority over prescribed purchases of \$2500 or less. These purchases are made using a (currently, Visa) credit card and charges are matched against authorized budget codes for the items purchased. A wide variety of IMPAC card purchases are already made locally by Ft. Drum personnel. Interviews with staff from the Directorate of Contracting did not surface new ones. Local vehicle repair shops work on military vehicles as needed; office equipment suppliers such as Lyng and C. R. Allen are already regular vendors to Ft. Drum and many other examples can be culled from Ft. Drum procurement records. By its very nature, the IMPAC program is geared to meeting immediate local requirements for limited quantities of goods and services at relatively small dollar amounts. The program’s aim is streamlined, flexible purchasing where time and efficient military operations outweigh the values associated with formal procurements.

4. Identify potential barriers that currently prevent or might prevent local businesses from seeking or winning defense contracts and recommend ways to overcome these barriers.

The consultants attended a March, 2001 workshop sponsored by the Ft. Drum Directorate of Contracting that was open to all interested firms having or seeking business with the installation. Some 75 individuals attended the workshop with at least 10 individuals volunteering by a show of hands that they were “first time” prospects for doing business with the post. A major objective of each workshop session was to identify and diminish real and perceived barriers to doing business with the government. During the sessions, several types of barriers were brought up and addressed:

- For large-quantity, long-term contracts a single supplier provides economies of scale in production and pricing and ease in contract administration. The value and quantities associate with these large procurement actions rule out small businesses. A closely related problem is the government perception/experience that many bidders envision government contracts as opportunities to charge high margins for products.

- Congress has enacted a statutory system of preferences guiding the award of contracts that eases barriers for some applicants and erects them for others. Examples include preference for products produced by federal prison industries, products and services produced by sheltered workshops for the blind, required piggy-backs on open GSA contracts for the same items and small business set asides.
- Real or perceived “red tape” in procedures and “adversarial” relationships with suppliers. Registration as qualified bidders and potential quality assurance and delivery schedules were explored as examples.
- Labor and wage requirements attached to some types of contracts, and
- Unfamiliarity with using Commerce Business Daily and the Federal Register to find business opportunities.

Fort Drum contracting personnel already make substantial efforts to purchase items locally whenever possible. To put procurement actions at Ft. Drum in perspective, during the fiscal year 2000, \$61.5 million in contracts were awarded through the post. Firms within Jefferson, Lewis and St. Lawrence counties received \$20.9 million of these contracts and \$40.6 million were awarded to firms from outside the tri-county area. (Figures exceed 100 percent due to rounding.) Fort Drum contracts went to tri-county businesses 30 percent of the time. This compares with an Army-wide average of 20 percent of total contracts to “local” firms. In addition to the value of tri-county contracts, Ft. Drum also awarded \$14.1 million to firms in Upstate New York. The largest single Ft. Drum contract in FY 2000 was for utility services supplied by Niagara-Mohawk (Syracuse.)

The Department of Defense has moved to a “partnership” approach in administering its contracts. The degree of “partnership” depends on the type and duration of contracts, with longer-term contracts for construction projects or for delivery of large quantities requiring the most attention to partnering. This “spirit” of partnership extends throughout most contracts—aiming at red tape reduction, increasing flexibility for business to negotiate mutually agreeable quality assurance procedures that are within its normal business practices and the like, instead of having to follow practices detailed by contract administrators who might be unfamiliar with best industry practices.

At the same time, Directorate of Contracting personnel are equipped and motivated to offer considerable assistance to potential bidders of all sizes in accessing and filling out required forms, including pre-qualification/registration forms for special set-aside businesses and for businesses seeking general authorization to qualify as bidders for government contracts. We came away from interviews with Directorate of Contracting personnel and from the contractors’ seminar with the conclusion that Army procurement personnel are determined to be “firm but fair” in negotiating and administering contracts and, if anything, helpful in encouraging all sizes of business and all types of business ownership to consider bidding on procurement contracts.

Contract opportunities over \$25,000 in value are required by law to be published in *Commerce Business Daily*. As mentioned above, this resource is available free of charge. Businesses seeking daily updated access can pay a subscription fee, but the fee (currently, some \$11,000 for daily delivery of printed copies) exceeds the economic ability to pay of many small businesses. In any case, the free site, updated weekly, includes a reasonably user-friendly search engine. With a modest amount of training/familiarity, business personnel can be functionally effective in finding appropriate requests for bids/quotations online and in a very timely fashion in which to submit responses.

In return for increased accessibility, the Department of the Army is, in effect, “requiring” businesses to make use of the internet for ease and speed of finding and responding to opportunities to do business with the government. Ft. Drum has a periodically updated home page on the Internet with a menu that directs businesses to potential contracts. In addition, registration forms and contract administration forms are available and downloadable online.

At this point, the real bar to doing business with the government becomes whether a business can handle the volume, technical and quality specifications; is shut out by a “sole source” procurement, or is not eligible for any of the “set asides” DOD is authorized or required to make.

4-a. The consultants have been requested to study the availability of “finders” or search programs and services that could make *Commerce Business Daily* announcements even more accessible to Jefferson County businesses and manufacturers.

A recent search of the Internet turned up 52,800 sites indexed under “*Commerce Business Daily*”. As mentioned above, the government provides free access to an electronic data base of “active” and “archived” procurement actions and the search engine associated with this site is very adequate to meet the needs of small businesses with a moderate amount of experience in using the engine.

The next best option is to register with a **Procurement Technical Assistance Center (PTAC)**. These centers are commonly funded with a mix of federal and state dollars and are housed in local economic development corporation offices at the county level. The PTAC creates a profile for each registered local business using a combination of federal supply/service codes and appropriate keywords to locate bid leads and forwards appropriate leads to the relevant businesses. The only center currently located in Upstate New York is in the Cattaraugus County Department of Economic Development, Planning and Tourism (**Contact: Joseph J. Williams, Jr., Procurement Specialist, [www.co.cattaraugus.ny.us](http://www.co.cattaraugus.ny.us)**). Their services are open to all and they currently have registrants from Jamestown to Syracuse. The Jefferson County Job Development Corporation might wish to consider applying to become one of these centers when new funds are appropriated by Congress to expand this program.

A third option is a direct subscription to a “finder” service that uses proprietary software to match registered businesses with government procurement announcements. These services are available at a range of prices, although the products offered appear to be essentially similar.

The Cattaraugus County PTAC uses a product called **WinCATS 2000**, provided under license by Softshare, a California firm (Contact: [www.softshare.com/software/wincats/](http://www.softshare.com/software/wincats/)). Cattaraugus County currently pays \$6,000 annually to use this service.

BIDSearch<sup>sm</sup> Electronic Bidmatching Service offers customized daily searches of the Commerce Business Daily and of Canada's MERX system and automatically delivers them to clients by e-mail. A subscription to CBD or MERX runs \$195 per customer and both databases can be searched for a \$375 annual subscription.

COS Alert Service and GovCon are two more examples of search services, with GovCon also providing a wide range of other government contracting information services and products.

A basic description of services provided by each of these search companies is included as Appendix III.

### **Interest in government work survey results**

JCJDC conducted a survey of membership regarding their interest in government contract opportunities, using a survey instrument designed by the consultant.

Twenty of the 37 respondents indicated that they were already doing business with the government. Fourteen of the 20 expressed interest in participating in a bidding service managed by JCJDC. The primary reasons cited for a lack of interest in a JCJDC-sponsored bidding service included government contracts being managed from corporate headquarters, the availability of such services elsewhere, and the ability of the company to track opportunities of interest themselves. Most companies interested in the service were willing to pay less than \$200, if anything at all, for the service.

For those businesses not interested in doing business with the government, the barriers cited included low margins, slow payments, extensive paperwork requirements, and a lack of awareness of opportunities or bidding/registration procedures. Some businesses expressed concern over the level of computerization and Internet usage required by government procurement agencies.

Appendix IV shows the breakout of responding companies.

## **Lear Siegler and Jefferson County**

The Lear Siegler Corporation currently operates a helicopter overhaul operation at Wheeler-Sack Airfield on Ft. Drum. They employ 230 people and use space and equipment provided by the U.S. Army.

This business operates under a single contract with the U.S. Army, with a program office located in Huntsville, Alabama. Although the Lear Siegler unit at Ft. Drum overhauls helicopters for a variety of foreign military forces, all work is contracted through the U.S. Army program office. This is typical of DoD Foreign Military Sales (FMS) contracting and is designed to let the DoD maintain control and awareness of services and equipment provided to foreign armed forces.

This FMS contract does not allow Lear Siegler to directly market their services to prospective outside customers, nor could they conduct maintenance on civilian aircraft at their current facility without the permission of the U.S. Army. Typically, when an FMS contractor wants to expand their operations to serve other customers, they are required to pay for any use of government-furnished equipment, including buildings and real estate. They then become subject to regular government audits, to insure that assets from the government contract are not being used to improperly subsidize commercial work.

Lear Siegler won this contract based on their ability to provide skilled labor at a competitive cost. The location was selected by the U.S. Army program office, based on available space and aviation facilities. Lear Siegler operates a variety of similar contracts in the U.S. and overseas and has extensive experience in this business.

Officials from the program office in Huntsville report being very pleased with Lear Siegler's performance and expect the contract to remain in place for an indefinite period. While opportunities will arise for other vendors to compete for the business, it is unlikely that they could unseat a successful and competitive incumbent. Were another vendor to win the contract, they would simply take over Lear Siegler's operations at Ft. Drum, probably hiring the bulk of the current workforce.

Walter Price, manager of Lear Siegler's operation at Ft. Drum, is extremely pleased with his current location. He reports some difficulty in attracting qualified aviation mechanics, but has been able to meet his growing needs by training entry-level employees who show strong mechanical aptitude.

### **Opportunities in Jefferson County**

The nature of Lear Siegler's contract and military depot overhaul contracts in general do not offer obvious opportunities for Jefferson County agencies to influence expansions, or to attract additional work for other contractors.

The only clear approach appears to be contacting the Lear Siegler corporate office, offering assistance in establishing additional maintenance facilities in Jefferson County, perhaps to pursue civilian or military-direct contracts. Because Canadian military contracts are often direct (rather

than through the FMS system), our location may be of some interest. The contact should be made with an initial letter, inviting Lear Siegler officials to meet with local officials, and offering support in the areas of financing and recruitment, as well as noting the availability of space at/around the Watertown International Airport outside Dexter. Ideally, this letter would originate from Congressman McHugh's office, as Lear Siegler deals primarily with federal contracts.

One of Lear Siegler's primary core competencies is their ability to recruit former military and industry technicians and managers with specific skills. They then use these employees on short and long-term contracts. Our large available labor pool and steady supply of separating Ft. Drum troops might be of interest to them, strategically.

NOTE: One element of government contracting is the uncertain nature of employment. Employment is typically tied to the existing contract and competitive forces require immediate layoffs when a contract is lost.

## **Appendix I**

### **Guide to Jefferson County Sub-contractors**

## **Appendix II**

### **Jefferson County Products and Producers**

## **Appendix III**

### **BIDSearch<sup>sm</sup> Electronic Bidmatching Service**

## **Appendix IV**

### **Jefferson County Companies – Survey Responses**

## **Appendix V**

# **Guide to Doing Business With The Federal Government**

Dear (Prime Contractor),

The enclosed material lists businesses in Jefferson County, New York, which have an interest in responding to any subcontracting opportunities with your company. Could you please add these companies to your current bidder's lists and include them in the distribution of any appropriate RFPs.

Jefferson County is a certified Federal Hub Zone, and most businesses operating in the county are, or can be, hub zone certified. In addition, we have an extensive population of small businesses. Our proximity to Ft. Drum has given many of our businesses experience in working under the requirements of Department of Defense contracts.

Please let me know if you have any specific subcontract needs, or would like information regarding other aspects of business in Jefferson County.

Sincerely,

James B. Edmonson  
Executive Director  
Jefferson County Job Development Corporation

**BUSINESS NAME:** \_\_\_\_\_

**NAICS:** \_\_\_\_\_

**DESCRIPTION OF PRIMARY GOODS/SERVICES PROVIDED:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Minority/Woman-owned Business**  **Number of Employees:** \_\_\_\_\_

**Hub Zone Certified Business**  **Annual Sales:** \_\_\_\_\_

**ISO 9000/9001 Certified**  **Nationality of Owner(s):** \_\_\_\_\_

**Previous experience or awards/recognition:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Contact information:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **SUBCONTRACTING OPPORTUNITIES WITH MAJOR DOD PRIME CONTRACTORS IN NEW YORK STATE**

Task A.5: Conduct an industry search for companies engaged in defense work. Where firms are identified, a basic profile will be developed and a contact plan recommended allowing local economic developers to educate the company on the benefits of locating near Ft. Drum.

A recommended use for this data is to mail prime contractors relevant contact information about Jefferson County manufacturers and businesses that could partner with prime contractors in performing under the terms of government contracts.

Source: “*Subcontracting Opportunities with DoD Major Prime Contractors*” is a periodically updated publication providing the name and address; product or service line, and name and telephone number of a company’s small business liaison office for Department of Defense (DoD) prime contractors. This publication is available in hard copy from *The Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402*. The DoD reference number for the publication is 4205.1-D. The publication is also available online through the Internet at: <http://www.acq.osd.mil/sadbu>. Please click on “Publications” for a downloadable copy showing prime contractors by state for all 50 states.

In addition to the listing of New York State contractors provided in this report, a list of contractors nationwide, sortable by location, product/business type and contact points has been provided to the JCJDC in electronic format.

**JEFFERSON COUNTY PRODUCERS & PRODUCTS  
1999**

**11. AGRICULTURE, FORESTRY, FISHING AND HUNTING**

**NAICS#: 111 CROP PRODUCTION**

1114	Doctore's Landscaping & Greenhouse	Growing, Propagating Flowers, Trees and Shrubs
	Fred's Floral Emporium	Growing, Propagating Flowers
	Gray's Florist	Growing, Propagating Flowers and Shrubs; Contract Plant Care
	Petals and Pots	Growing, Propagating Flowers and Shrubs
	Rhode's Lawn and Garden Center	Growing, Propagating Flowers and Shrubs

**NAICS#: 113 FORESTRY AND LOGGING**

<b>COMPANY NAME</b>	<b>PRODUCTS</b>
Traynor Logging & Forestry	Logging

**21. MINING**

**NAICS#: 2123 SAND & GRAVEL**

Arsenal Stone	Crushed Stone Products
Barrett Paving Materials, Inc.	Crushed Stone Products
Benchmark/New York	Crushed Stone Products
Vespa Sand & Stone	Mining Sand and Gravel; Crushed Stone
Watertown Sand & Gravel, Inc.	Mining Sand and Gravel

**NAICS#: 221 UTILITIES**Niagara Mohawk Power  
CorporationElectricity and Natural  
Gas Transmission/Marketing**23. CONSTRUCTION****NAICS#: 233 BUILDING, DEVELOPING; GENERAL CONTRACTING**

Olley's General Contracting

Construction, HVAC; electrical

Grenadier Construction Corp.

**NAICS#: 234 HEAVY CONSTRUCTION**

Branon Construction Co, Inc.

Road; Bridge Construction

**31. FOOD MANUFACTURING****NAICS #: 311 Food Manufacturing****COMPANY NAME****PRODUCTS**

Crowley Foods

Cultured Dairy Products

Gold Cup Farms

Cheese

Great Lakes Cheese of NY

Cheese

Jefferson Bulk Milk Co-op

Cheese

Altieri Bakery

Breads, cakes; cookies

Bob's Bakery

Breads, fried cakes; muffins

Liberty Street Bakery

Breads, cakes, cookies, pies

Pastry Product Producers

Breads, muffins; pastry

Southside Bagels &amp; More

Breads (bagels)

Morgia's Pasta

Pasta products

**NAICS #: 312 Beverage & Tobacco Product Manufacturing**

Best Distributing Company	Beverage Bottler
Burrville Cider Mill, Inc.	Beverages (Apple Cider)
Coca-Cola of New York	Beverage Bottler
Frontenac Crystal Springs	Beverage Bottler
Sackets Harbor Brewing Co.	Beverages (beer; soda)
Pepsi-Cola Bottling Co. of Watertown	Beverage Bottler

**NAICS#: 3149 Other Textile Product Mills**

New York Felt, Inc.	Felt; Felt Products
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**NAICS#: 315 Apparel Manufacturing**

Hana Sportswear, Inc.	Sports apparel
Venus Manufacturing Corp.	Swim wear
Vesta Corset Company, Inc.	Women's undergarments

**NAICS# 321 Wood Product Manufacturing****3211 Sawmills and Wood Preservation**

Berry Brothers Lumber Co.	Rough Lumber
Johnson Lumber Mill	White Pine Dimensional Lumber
Nichols Sawmill	Dimensional Lumber
St. Lawrence Lumber Co.	Hardwood Lumber, cants; sawdust

**3212 Truss Mfg.**

FABCO	Roof and Floor Trusses
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**3219 Other Wood Product Mfg.**

Burrville Sawmill, Inc.	Pallets, Skids, Rough Lumber
Garlock Lumber & Hardware	Millwork, Lumber
Jim Illingworth Millwork & Woodworking	Millwork; Planing; Restoration
Lamphear Lumber, Inc.	Millwork
Pala Wood Services	Mulch
Scholastic Structures	Prefabricated, Panelized, Modular Bldgs.
Timeless Frames & Collectibles	Wooden Picture Frames

**NAICS #: 322 PAPER MFG.****3221 Pulp, Paper & Paperboard Mills**

Brownville Specialty Paper	Specialty Paper Board
Carthage Fibre Drum, Inc.	Chipboard Converter of Roll Headers
Cellutech, Inc.	Oil Absorption Products
Climax Manufacturing Co.	Chipboard, Paperboard; Folding Paper Boxes
The Deferiet Paper Company	Pulp, Coated and Uncoated Specialty Paper; Fine Printed Paper
Knowlton Specialty Papers, Inc.	Filter, Friction and Absorption Specialty Papers
Paper Corporation of America	Corrugated Boxes
Rexam DSI	Paper School Text Book Covers; Decorative Packaging.

**NAICS#: 3231 Printing; Quick Printing**

AMF Printing	Printing and Publishing
The Coughlin Company	Printing and Publishing
DOCO Quick Print	Printing and Publishing
Minuteman Press	Printing and Publishing

**NAICS#: 3241 Petroleum & Coal Products Mfg.**

Barrett Paving Materials, Inc.	Bituminous Concrete
Hanson Aggregates East	Bituminous Concrete

**NAICS#: 3256 Chemical Manufacturing (non-fertilizer)**

A. W. Santway Company, Inc.	Deodorizer Sachets
CAR-FRESHENER Corp.	Air Fresheners; Fragrance Products

**NAICS#: 326 Plastics and Rubber Product Mfg.**

Black River Industries	Fiberglass Textile and Rope products
Long Park Tire, Inc.	Retread Tires

**NAICS#: 3273 Cement and Concrete Product Mfg.**

Drum Ready Mix/ Cranesville Concrete Co.	Ready Mix Concrete
Jefferson Concrete Corp.	Pre-cast Concrete Products
Rural Hill Sand & Gravel	Ready Mix Concrete
The Stebbins Engineering and Manufacturing Co.	Design and Construct Reinforced Concrete Tile-lined Chests and Tanks; Corrosive Resistant Lining Systems
Taylor Concrete Products, Inc.	Face Bricks; Architectural, Concrete & Lightweight Building Blocks

**NAICS#: 3273 Cement and Concrete Product Mfg.-Continued:**

1000 Islands Ready Mix Concrete, Inc.	Floating Dock Anchors, Fibre Reinforced Concrete Products
Watertown Concrete, Inc.	Ready Mix Concrete Products & Supplies

**33. PRIMARY METALS****NAICS#: 33131**

Rounds & Son	Amfire Water Drills
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**NAICS#: 3315 Nonferrous Metal Mfg. (Foundries)**

Fishercast–Div. Fisher Gauge Ltd.	Zinc Die Castings
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**NAICS# 3327 Fabricated Metal Products Mfg.: Machine Shops**

American Wood Splitters, Inc.	Wood Splitters
Copenhagen Machine and Tool Company	Machine Welding & Fabricating
C. Z. L. Machining & Fabricating	Industrial Machining Services-- CNC Production; Precision Roll Grinding
GL&V/Black Clawson	R&D for Paper Machinery/ Pilot Machine Mfg.
-Kennedy Research Ctr. Lewis & Clinch, Inc.	Electrical & Mechanical Equipment
Mike's Machine	Machine Shop
Nordic Supply & Machine Co., Ltd.	Machine Shop
Stafford Machine/Cyclo- therm of Watertown	Boiler Manufacturing; Paper Mill Machinery; Machine Shop

**NAICS#: 3259 Explosives**

St. Lawrence Explosives	ANFO Explosives Design & Mfg.
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**NAICS#: 335312 Electrical Equipment: Motor & Generator Mfg.**

Bomax, Inc.	Sub-fractional Electric Motors
Dexelectric, Inc.	Electrical Motor Repairs; Machine Shop
Northland-A Scott-Fetzer Company	Electric Motors for Appliances
Pearson & Timmerman, Inc.	Electric Motors and Controls for Water/Waste Water Applications
Stature Electric, Inc.	Fractional and Integral Horsepower Motors & Gear Motors

**NAICS#: 336 Transportation Equipment Mfg.**

New York Air Brake Corp., A Knorr Brake Company	Air Brakes for Locomotives and Freight Railcars
Lear Siegler Services, Inc. (LSI)	Service/Manufacturing of Aircraft & Ground Tactical Equipment

**NAICS#: 337 Furniture & Related Product Mfg.**

Curtis Furniture	Custom Furniture & Cabinets
Mathous Woodworking	Custom Furniture & Cabinets

**NAICS# 339 Miscellaneous Mfg.**

Northern Awning & Sign Co. (NASCO)	Curtains, Canvas Signs, Tarps and Banners
Ridgeline Industries	Tents
Seaway Optical Labs	Prescription Lenses
The Kendall Company	Medical Devices (disposable; reusable)

**NAICS# 339 Miscellaneous Mfg.-Continued:**

Williams Apparatus Co.	Pulp and Paper Industry Testing Equip.
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Scapa Tapes North America	Athletic, Hospital and Industrial Tape
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**42. WHOLESALE TRADE****NAICS#: 4215 Metal & Mineral (Except Petroleum) Products-Wholesale**

Metal Man Services	Steel & Aluminum Products Dist.
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**NAICS#: 4226 Chemical & Allied Products-Wholesale**

Slack Chemical Co., Inc.	Industrial Chemicals; Solvents Dist.
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**48. TRANSPORTATION & WAREHOUSING****NAICS#: 4811 Scheduled Air Transportation**

Watertown International Airport

U. S. Airways Express	Passenger and Freight Transport
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**NAICS#: 4812 Non-Scheduled Air Transportation**

Tom Brouty Aircraft Services, Inc.	Charter Flights, Aircraft Maintenance, Fueling and Storage
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**NAICS#: 4821 Rail Transportation**

CSX Transportation

Mohawk, Adirondack and Northern RR, Corp.

**NAICS#: 4841 General Freight Trucking**

Aaction Freight Ways, Inc.

ABF Freight System, Inc.

Black River Transport, Inc.

**NAICS#: 4841 General Freight Trucking-Continued:**

PL Gaetano Transportation, Inc.      Bulk Milk/Liquid Foods Transport

Michael Gardner, Inc.

Gilco Trucking

Landstar Ranger

PDH Trucking Company, Inc.

ProLinks Services, Inc.

Teal's Express

Walsh Trucking Service, Inc.

Wood Trucking

Young's Express

Consolidated Freightways

Federal Express Corp.

UPS/United Parcel Service

**NAICS#: 4842 Specialized Freight Trucking**

Bay Moving and Storage Facilities

Delaney Moving and Storage, Inc.

Felice Trucking and Moving Service, Inc.

Livingston Moving and Storage

John Murray & Son

North Woods Moving and Storage

Watertown Moving and Storage

**54. Professional, Scientific and Technical Services**

Atlantic Testing Labs Ltd.	Drilling/subsurface Investigation, Construction Testing & Inspection, Tank Testing, Environmental Consulting Services & Lab Analyses
Converse Laboratories, Inc.	Complete Sampling & Testing of Water, Waste Water, Dairy Products, Food, Landfills
Bernier, Carr & Associates, P.C.	Architecture and Engineering Services
GYMO, P.C.	Architecture and Engineering Services; Land Surveying
Rippeteau Architects, P. C.	Architecture Services
Charles L. Fluno PE & Associates	Engineering Services

## **Appendix III**

### **BIDSearch<sup>sm</sup> Electronic Bidmatching Service**

## **bids**

- [Home](#)
- [BIDSystem<sup>SM</sup>](#)
- [BIDSearch<sup>SM</sup>](#)
- [CBD – US](#)
- [MERX – Canadian](#)
- [The Latest CBD](#)
- [Browse](#)
- [Search](#)
- [BIDSupport<sup>SM</sup>](#)
- [International](#)
- [Press Releases](#)
- [Guestbook](#)
- [EDI](#)

## **Bidsearch<sup>SM</sup> Electronic Bidmatching Service**

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BIDSearch<sup>SM</sup> - our electronic bid-matching service, provides accurate and timely lead generation utilizing such sources as the US Government's Commerce Business Daily and Canada's MERX system.

Not merely a simple, keyword search, BIDSearch<sup>SM</sup> is a contextually correct search of the selected data base(s) for those contract opportunities and other essential information specific to your

Customized to your individual requirements, BIDSearch<sup>SM</sup> makes it possible to quickly review opportunities, explore sub-contracting and partnership possibilities, and can also serve as a valuable reference tool to keep abreast of your competitors and their pricing strategies.

We never limit categories, and we never add per-hit fees. First thing, every business day your BIDSearch<sup>SM</sup> results are in your email box timely bid/no-bid decisions.

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With our online subscription form, you can [View Current Pricing, or Subscribe Now](#)

[Click here to email your request for more information](#)



## BIDSystem<sup>SM</sup> Online Subscription form

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- [Home](#)
- [BIDSystem<sup>SM</sup>](#)
- [BIDSearch<sup>SM</sup>](#)
- [CBD – US](#)
- [MERX – Canadian](#)
- [The Latest CBD](#)
- [Browse](#)
- [Search](#)
- [BIDSupport<sup>SM</sup>](#)
- [International](#)
- [Press Releases](#)
- [Guestbook](#)
- [EDI](#)

Please note: Although it is most unlikely that you will experience any problems responding to this form, certain non-standard browsers will not respond properly. If you experience any difficulties, (or if you are not using a forms-capable browser) you may email your response to this form to: [subscribe@bidservices.com](mailto:subscribe@bidservices.com).

BIDSearch<sup>SM</sup> of:

- The Commerce Business Daily \$195.00 (US) per year
- The Merx System \$195.00 (US) per year
- Both Databases \$375.00 (US) per year

Additional Charges (billed monthly):

Request for Canadian bid packages on your behalf: \$10.00 per request (plus applicable document charges if any)

Payment Options

- Please Charge to my American Express Card
- Please Charge to my MasterCard
- Please Charge to my VISA Card
- Please email an invoice and we will pay by check.

Account Number (Do not use spaces or dashes):

Expiration Date (Do not use spaces or dashes):

**Note: If you prefer, you may fax your subscription form and credit card information to us at 716-836-0949 at any time, or you may phone your credit card order to us at 1-800-440-BIDS (1-800-440-2437) Monday - Friday, 8:00 am - 4:00 pm EST**

In submitting this form, you authorize Business Information & Development Services, Inc. to invoice you or to charge your credit card account as selected above, for the subscription option selected above (plus applicable sales tax).

Subscriber:

Name:

Title:

Company:

Address:

Address 2:

City:

State or Province:

Zip or Postal Code:

Country:

E-mail address:

Please Re-enter Email Address:

Voice Telephone Number:

Fax Telephone Number:

Keywords, comments, special requirements:



*Receipt of a copy of this agreement is hereby acknowledged by the subscriber who has read and agrees to the terms and conditions.  
Subscription subject to acceptance and confirmation by Business Information & Development Services, Inc.*

Submit	Reset
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**Jefferson County Companies  
Currently Doing Business with the  
U.S. Government**

<b>Company</b>	<b>Interested in JCJDC Bid Service?</b>
Bernier, Carr & Associates	Y
Minuteman Press	Y (perhaps)
Creg Systems	Y
Mail Boxes Etc.	Y
Northern Regional Center for Independent Living	Y
Olsten Staffing	Y
Knowlton Specialty Papers	Y
Cellutech	Y
Lunco, Inc.	Y
New Century Electric, Inc.	Y
Freeman Bus Corporation	Y
Slack Chemical	Y
Antique Boat Museum	N (Use museum sources)
New York Air Brake	N (Already have a process in place)
1000 Islands Bridge Authority	N (N/A)
Kelly Services	N (Government business through corporate office)
Car Freshner Corporation	N (Sells to AAFES through current channels)
Purcell Construction	N (Already using CBD)

**Jefferson County Companies  
Not Currently Doing Business with the  
U.S. Government**

<b>Company</b>	<b>Interested in JCJDC Bid Service?</b>
Climax Manufacturing	Y
Aubertine Currier	Y
Coon, Varley, LLC	Y
AAMCO Transmission	Y
St. Lawrence Explosives, Inc.	Y
Alteri's Bakery	Y
Stewarts	N (Slow pay/Low margins)
Redwood National Bank	N (No relevant services)
Hrabchak and Gebo, PC	N (No relevant services)
Jeff-Lewis Board of Realtors	N (No relevant services)
Downtown News	N (No relevant services)
Haylor, Freyer, and Coon	N (No relevant services)

Note: Not all respondents identified themselves. Anonymous respondents are included in the figures reported on Page 11, but cannot be listed by name.

## **Doing Business with the Federal Government How Jefferson County Businesses Can Compete**

The United States Federal government is the single largest purchaser of goods and services in the world. Within the Federal government, the Department of Defense (DOD) is the biggest spender. The Federal government purchases virtually every product or service known in our economy, buying from large and small businesses world-wide.

Businesses in Jefferson County can compete for government business, but the experience may be different from that of commercial business with private companies. Specifically, government business is often characterized by:

- Requirements for more paperwork and special documentation.
- More intense competition, leading to lower profit margins.
- Requirements to comply with Federal employment and other guidelines.
- Delays in payment for some contracts.
- A heavy use of the Internet to publish bid opportunities and administer contracts.

Typically small businesses (with under 500 employees) are exempted from many requirements. The type of contract and the specific government agency can also affect the details of a contract.

### **Competing Nationally**

#### **Spotting Opportunities**

By law, every U.S. government procurement opportunity above \$2,500 must be published in the *Commerce Business Daily* – a government publication available to all U.S. businesses. The only exceptions are purchases that are strictly local in character, are time sensitive/emergency requirements, or classified purchases, which cannot be made public.

#### **Commerce Business Daily**

The CBD can be most easily accessed through the CBD website at <http://frwebgate.access.gpo.gov>. It can also be accessed at [www.CBD-net.net](http://www.CBD-net.net).

The on-line CBD can be searched using software similar to a standard on-line search engine. Bid opportunities can be searched by type of contract, type of good or services sought, dates, or by geographical location. The site offers detailed help screens to aid in the search process.

Each entry includes a brief description of the goods or services sought, as well as any significant terms and conditions. It also identifies the relevant government procurement office and provides contact information. Once you have identified a contract opportunity you might be interested in bidding on, you should contact the procurement office directly. They can provide you with the full Request for Proposal (RFP) and any other details you will need to submit your bid.

### **Procurement Technical Assistance Center (PTAC)**

PTACs are economic development offices specifically designated and funded to provide assistance to businesses interested in competing for government work. The nearest PTAC to Jefferson County is Cattaraugus County Department of Economic Development and Tourism. This office will register Jefferson County companies and forward relevant bid opportunities to them. There is no cost for this service.

If you want to register for this free service, you can do so by contacting Mr. Joseph J. Williams, Jr., Procurement Specialist. He can be contacted through the Cattaraugus website at <http://www.co.cattaraugus.ny.us>.

### **Update Software**

The CBD provides information on almost all bid opportunities, but it does not have the capability to automatically warn you of new opportunities. You must search the CBD regularly to spot new business opportunities. This can be time consuming.

There are a number of subscription software services that can provide automatic e-mail notification of new bid opportunities in your business line. These range in price from \$200 - \$6,000 annually, depending on the depth of the search and additional bid assistance services offered.

One of the simplest and most reasonably priced appears to be BidSearch<sup>sm</sup>. This service can be previewed at <http://www.bidsearch.com>. The cost is \$195 annually for automatic searching and notification of the CBD. The Canadian Merx system can be auto-searched for \$195 per year, or both systems are available for \$375 (current pricing at the time of this publication).

Subscriptions to BidSearch<sup>sm</sup> are available through the website, or by calling 1-800-440-2437.

## Competing Locally

### Spotting Opportunities

The vast majority of local U.S. government purchases are made by or through the Directorate of Contracting at Fort Drum. The office handles purchases for the post, as well as for the U.S. Army Corp of Engineers in the region.

Like other government contracts, Fort Drum's procurements are listed on the CBD. They can be specifically identified by searching using the installation identifier DAKF36. Using the phrase "Ft. Drum" or "Ft. Drum, New York," will also generate a listing of all procurement opportunities through the post.

Fort Drum opportunities can also be found through the post's own website at <http://www.drum.army.mil>. By selecting the *Business Opportunities/Contracting* button, visitors can see each procurement opportunity and obtain bidding information on-line.

The Acquisition Division, within Fort Drum's Directorate of Contracting, is the office responsible for all procurement contracts on the post. They are always interested in talking with new vendor candidates and have an active policy of encouraging local purchases whenever possible.

In 2000, Fort Drum's Contracting Office awarded 23 construction contracts to NNY (Jefferson, Lewis, and St. Lawrence Counties) worth almost \$1.4 million. They awarded 336 service and supply contracts to NNY companies, worth almost \$7.6 million. Additional construction contracts of \$48 million were awarded on behalf of the Army Corp of Engineers.

The contracting provides both one-on-one counseling and advice for businesses interested in government work, as well as scheduled seminars to train prospective vendors.

To learn more about doing business with Fort Drum, contact:

Ms. Regina K. Miller  
Chief, Acquisition Division  
US Army Garrison  
Attn: AFZS-DOC-A  
Fort Drum, NY 13602-5220  
E-mail : [miller@drum-emh4.army.mil](mailto:miller@drum-emh4.army.mil)  
(315) 772-5443 (phone)  
(315) 772-9861 (fax)

The office is located on Post in Building T-45.

## **Small Purchases – A Special Opportunity**

Government purchases of less than \$2,500 do not require any announcements or competitive bidding. Instead, these purchases can be made using the International Merchant Purchase Authorization Card (IMPAC card) program. In 2000, Fort Drum personnel purchased \$16 million worth of supplies and services under this program. Twelve million dollars was purchased in the local area.

The IMPAC card is simply a government-owned Visa credit card, issued to individual government personnel. Authorized soldiers and civilian employees can use the card to make purchases up to \$2,500 without any need to request bids or comparison shop. The purchases are billed against the budgets of individual military units and government offices. Any business that can accept Visa credit cards can accept IMPAC cards without additional paperwork.

Any local business can obtain a current list of Fort Drum Garrison IMPAC cardholders by asking for it through the Post Freedom of Information (FOI) office at 772-9185. Businesses interested in selling to these card holders are encouraged to provide each card holder with sales material showing goods and services offered, current pricing, and any other aspects that make your business competitive.

In addition to Garrison personnel, soldiers from the 10<sup>th</sup> Mountain Division and other units on post may have IMPAC cards as well. Because these military personnel are very transitory, no listings are available for their cardholders. To attract their attention, you should use your current advertising to emphasize that your business accepts IMPAC cards.

Some possible approaches for this include:

- Adding the words “IMPAC Cards Accepted” to your current advertisements – especially those aimed at Fort Drum personnel.
- Posting signs at store fronts and offices announcing this may be available from the Jefferson County Job Development Corporation or the Greater Watertown-North Country Chamber of Commerce.
- Adding information about your IMPAC card acceptance to your website.

## Other Opportunities

### Subcontracting

Many smaller businesses may not be able to compete for large government contracts, but may be very competitive as subcontractors. The CBD announces the offering and award of major contracts but does not normally announce opportunities for subcontract work.

If your business is interested in providing subcontract goods or services to prime contractors, you will need to make contact directly with those companies. Because most larger companies maintain lists of prospective subcontractors, it is not necessary to wait until they win a new contract to approach them.

JCJDC has a list of all major DOD prime contractors, which can be sorted by type of business and location. This listing can be used to select prospective prime contractors who might be interested in your company's products. The list can be ordered on paper, from:

Superintendent of Documents  
U.S. Government Printing Office  
Washington, DC 20402

Ask for "Subcontracting Opportunities with DOD Major Prime Contractors." It can be downloaded free of charge from <http://www.acq.osd.mil/sadbu>. Click on "Publications" for an Adobe-readable version.

The directory provides mailing addresses, telephone numbers, and a point of contact in the procurement office.

You should send a letter to any prime contractors you are interested in doing business with, introducing your company and its products, and asking to be included on their subcontractor bidders lists. The letter should specifically address:

- Your company's goods and services.
- Any previous government/DOD contracting or subcontracting experience you have had.
- Any awards for quality or service you have earned from customers.
- Any ISO certifications you hold, including 9000, 9001, or 14000 series.
- Your status as a small business, woman/minority-owned business, hub zone business, or eligibility for any other federal contracting "set-aside" programs.

JCJDC members may also be eligible to participate in a JCJDC-sponsored subcontractor mailing as well.

Note: Subcontracting opportunities may arise before or after a major contract award. Many prime contractors will solicit bids from subcontractors as part of their own competitive bidding process. Be prepared to generate multiple bids on very short notice.

### **Hub-Zone Opportunities**

Because of its traditionally high levels of unemployment, Jefferson County has been designated as a federal Hub Zone. Under this program, qualified businesses within the county can be automatically placed on nationwide bidders lists, to compete for business set aside only for Hub Zone businesses. Certification as a Hub Zone business offers substantial competitive advantages in both local and nationwide government purchases.

Requirements for Hub Zone certification include some restrictions on company size, a primary location within a Hub Zone, and a workforce where the majority live in the Hub Zone. Most businesses in Jefferson County can easily qualify for Hub Zone certification.

To get certification paperwork, as well as more information on the program, contact:

Ms. Ann Durant  
Assistant Director  
Small Business Development Center  
Jefferson Community College  
1220 Coffeen Street  
Watertown, NY 13601  
(315) 782-9262

## Getting Help

A variety of local agencies are available to help businesses interested in competing for federal government business. The primary sources include:

Jefferson County Job Development Corporation	--	782-5865
Small Business Development Center	--	782-9262
Fort Drum Contracting Office	--	782-5443
Greater Watertown-North Country Chamber of Commerce	--	788-4400

In addition, the Jefferson Community College Divisions of Business and Continuing Education can offer training in the specifics of proposal development and competitive strategy for government contracts. This training can include both public seminars and dedicated in-house training for individual businesses or groups of businesses. To discuss these services, please contact the JCC Continuing Education Division at 786-2233.