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DEPARTMENT of RESOURCES and ECONOMIC DEVELOPMENT
DIVISION of ECONOMIC DEVELOPMENT
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Office of International Commerce
Aerospace and Defense Export Consortium Manager Consultant Services
Request For Proposals

Issue Date: June 23, 2015

Title: Aerospace and Defense Consortium Manager Consultant Services

Issuing Agency: State of New Hampshire
Department of Resources and Economic Development
Division of Economic Development
Office of International Commerce
172 Pembroke Road
Concord, NH 03301

Period of Contract: Twelve months from date of approval from Governor and Executive Council

Project Cost: Should not exceed \$48,000.00; proposals will not be scored solely on price point.

Funding Source: Pending receipt of U.S. Department of Defense Office of Economic Adjustment (OEA) grant funding and approval from State of New Hampshire Governor and Executive Council

Proposal Deadline: 3:00 p.m.
July 21, 2015
**Proposal must be received at DRED not later than 3:00 p.m.*

Overview: The Office of International Commerce is seeking a consultant with proven skills necessary to consult and manage the New Hampshire Aerospace and Defense Export Consortium (NHADEC), a 501 (C)(3) organization. This activity is funded by a grant from the federal Office of Economic Adjustment (OEA). The program consists of several activities and programs, both short- and long-term, to continue the maturation of the NHADEC and the sectors it supports. Additional work will require the consultant to collaborate with other contracted parties and partners to develop short- and long-term strategies aimed at building, strengthening, sustaining and diversifying the clusters, as well as assist in growing the sector consortium as it transitions to a self-sustaining organization.

ALL PROPOSALS MUST BE LABELED: "PROPOSAL – Aerospace and Defense Consortium Manager Consultancy"

All inquiries for information should be directed to:
Tina Kasim, Program Manager, Office of International Commerce
Email: Tina.Kasim@dred.nh.gov

If proposals are mailed, send directly to issuing agency shown above. If proposals are hand-delivered, deliver to receptionist at the office of DRED, 172 Pembroke Road, Concord, NH, 03301.

REQUEST FOR PROPOSALS
Aerospace and Defense Consortium Manager Consultant Services

1. PURPOSE

The purpose and intent of this Request for Proposals (RFP) is to enter into a contract for a period of twelve months upon the agreement of both parties and the Governor and Executive Council. The qualified contractor will coordinate with the Division of Economic Development's Office of International Commerce and the New Hampshire Aerospace and Defense Export Consortium (NHADEC) Board of Directors to implement the programs surrounding the NHADEC. Additionally, the qualified contractor will provide counsel and direction for NHADEC's transition to a self-sustaining organization.

2. BACKGROUND

- 2.1 The NH Department of Resources and Economic Development has received an Office of Economic Adjustment (OEA) grant from the U.S. Department of Defense (DoD). The ultimate objectives of this grant are to provide assistance to businesses impacted by DoD program changes and to aid businesses in economic diversification. Assistance will be provided through programs of the New Hampshire Aerospace and Defense Export Consortium (NHADEC).

Founded in 2013, NHADEC is a promotional consortium focused on fostering the most opportune foreign markets for its members through collaborative efforts and global brand messaging and awareness. In less than two years, the consortium developed programs, technical assistance and expertise to support and expand export activities of its members. These programs have included regular member meetings, training sessions on export compliance, domestic and international trade shows, presentations by global market experts and business-to-business matchmaking. The focus of NHADEC's efforts is on export capacity building—increasing sales by diversifying and building new markets.

Based on European examples, NHADEC is one of only a few export consortiums in the United States.

One purpose of this consultancy is to continue the management and growth of the consortium. Key to the growth of the consortium is the implementation of key programs and activities as established through the DoD OEA grant. Additional purposes of this consultancy are to coordinate and manage the implementation of the short- and long-term strategies aimed at strengthening, diversifying, and sustaining the consortium sectors.

- 2.2 More specific Division information is included in Attachment C.

2.3 Definitions:

"Contractor" refers to the Offeror under this Request for Proposals (RFP) with which the Department of Resources and Economic Development (DRED) negotiates a contract. The terms in this RFP referring to "Contractor", represent contract terms that will be a part of the final Contract.

"Offeror" refers to any individual, corporation, partnership or agency that responds in writing to this RFP.

"State" refers to the State of New Hampshire.

"DRED" refers to the Department of Resources and Economic Development.

"OIC" refers to the Office of International Commerce, an office of the Division of Economic Development, a division of the Department of Resources and Economic Development.

"NHADEC" refers to the New Hampshire Aerospace and Defense Export Consortium.

The "Contract" is the resulting contract entered into between DRED and the successful Offeror.

3. SCOPE OF WORK

The role of the Consortium Manager is to coordinate, manage, and evaluate the NHADEC, and implement programs associated with the consortium, in accordance with state and federal programs, within OIC.

The Consortium Manager Consultant responsibilities will be to:

- Coordinate and collaborate with the OIC team and the NHADEC Board of Directors in the management, direction, and implementation of NHADEC and its programs.
- Plan for and assist in the facilitation of regular membership and board meetings and consortium-related updates (newsletter/email) for consortium members.
- Attend both regular membership and board meetings (refer to Attachment D for dates).
- Serve on the NHADEC Board of Directors as an *ex-officio* member.
- Collaborate in the development and implementation of the short- and long-term plans, strategies, and programs aimed at the continued sustainability and growth of the consortium and its members.
- Actively participate in the development and implementation of outreach activities and awareness building efforts of the consortium to increase branding of consortium and export capacity of its members.
- Lead program development and implementation of sector's ongoing mission to connect with regional and international partners.
- Coordinate and mature linkages and partnerships with regional and international aerospace and defense clusters.
- Contribute to the development of a training and best practices information sharing program for NH's aerospace and defense sectors and assist in its implementation.
- Research, identify, and showcase industry best-practices, industry prospects and market trends, and trade events for consortium members.
- Assist OIC in development and implementation of programs established through OEA grant funding.
- Assist in the counsel of consortium members.
- Assist with administrative support to ensure adherence to schedule, manage interdependencies, and provide recommendations to the OIC and NHADEC Board of Directors.
- Prepare reports, as determined by the OIC and NHADEC, to document work achieved towards the execution and delivery of tasks.
- Provide personnel, as necessary, who have the necessary skills and expertise to accomplish their assigned functions and ensure performance is maintained at an acceptable level.

The Consortium Manager Consultant project deliverables are:

1. Initial briefing meeting with OIC Program Manager outlining action plan for the project.
2. Weekly reports/updates provided to OIC Program Manager to note project status.
3. Updates to company profiles provided to OIC for input into CRM system.
4. Increase in NHADEC membership through recruitment of companies for consortium participation.
5. Coordination of (i.e., agenda development, logistical planning, etc.) and attendance at NHADEC general member and board meetings. Refer to Attachment D for dates of meetings.
6. Recommendations for, and implementation of, short- and long-term strategies and plans for consortium sustainability and growth.
7. Collaboration with contracted marketing agency in marketing strategy and branding efforts.
8. Engagement in awareness building efforts for the consortium.
9. Building and maintenance of partnerships with New Hampshire aerospace and defense industry clusters (e.g., composites, maritime, antennae, etc.).
10. Building and maintenance of partnerships with national and international aerospace and defense industry-related organizations and businesses
11. Development and implementation of, and analysis and recommendations on, a survey and its associated results aimed at assessing consortium members' market research needs.
12. Development of programming, coordination of logistics, recruitment of companies, and development of follow-up plan, as appropriate, for NHADEC Annual Summit and International Aerospace and Defense Summit.

13. Implementation of a best practices information sharing and training program for consortium members, in coordination with OIC training program and other OEA grant partners.
14. Consultation to consortium members in strategies to diversify products and markets.
15. A final report that details and analyzes the findings of the project and any recommendations, including:
 - a. Contact details and listing of opportunities of partnerships with regional, national and international clusters.
 - b. Narrative of recommended short- and long-term strategies and next steps to continue the sustainment of the Consortium Manager position and the consortium, as a whole.
 - c. Final recommendations

4. GENERAL REQUIREMENTS

4.1 Copies and Distribution of Proposal

In order to be considered for selection, Offeror must submit a complete written (either hard copy or via e-mail) response to this RFP. One (1) original and two (2) copies of each proposal must be submitted to OIC. No other distribution of the written proposal shall be made by the Offeror.

Proposals should be submitted to: Tina Kasim, Program Manager, Office of International Commerce at Tina.Kasim@dred.nh.gov or mailed to the issuing agency shown above. Proposals should affirmatively state the ability to meet all deliverables within twelve (12) months of the award date. Proposals shall not exceed ten (10) pages in length. Three references should be provided. Please indicate past performance to the State of New Hampshire on any awards in the past five years.

4.2 Organization and Experience

- a. Demonstrate the Offeror's financial capability to provide the work described in *Section 3: Scope of Work*. Audited financial statements, or satisfactory alternate proof of financial stability will be required prior to award of contract.
- b) Qualifications of individuals who will be involved in the project, including subcontractors. Provide resumes/portfolios for each individual who will perform the following major duties and functions under the proposed contract: Project Lead.
- b. Complete "Contractor Data Sheet" (Attachment A)
- c. Has the Offeror provided contractual services to the State before? If yes, please explain relationship.

- 4.3 Financial Standing: An Offeror, if requested, must be prepared to present evidence of financial standing necessary to satisfactorily meet the requirements set forth in the proposal.

5. SPECIFIC REQUIREMENTS

Proposals should be as thorough and detailed as possible so that the Selection Committee may properly evaluate Offeror's capabilities to provide the required services. Responses must be structured as outlined below. Offerors are required to submit the following items as a complete proposal:

5.1 Experience, Qualifications, and Strategic Exercise:

- a) Complete "Contractor Data Sheet" (Attachment A).
- b) A written one-page introductory statement including:
 - i) Experience in providing services as described in Section 3.
 - ii) The expertise of participating personnel

- c) A written narrative detailing the implementation of the identified deliverables, with language speaking to how optimal and enduring results would be achieved.
- d) A written description of prior work, especially in the development and implementation of strategies and interaction with international businesses and organizations.
- e) A written example of short- and long-term strategies for sector coordination. (To ensure client confidentiality, please be sure to redact client names.)
- f) A written example of a sustainability plan for a sector cluster/consortium. (To ensure client confidentiality, please be sure to redact client names.)

5.2 Proposal Submissions

- a) All information requested must be submitted. Failure to submit this information at time of bid will render your proposal non-compliant and will result in a disqualification.
- b) Offeror shall provide a thorough description of its plans and approach for accomplishing the requirements of *Section 3: Scope of Work*.
- c) Each copy of the proposal must be in a single volume. Proposals must be prepared simply and economically, providing straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. The State is not responsible for the cost of proposals.
- d) The original copy of the submitted proposal must remain at DRED, available for public inspection/disclosure, subsequent to awarding of the contract. Information considered confidential or proprietary may be marked as such by the submitting party. However, such determinations are not conclusive on DRED and DRED shall be subject to the provisions and requirements of RSA chapter 91-A (the New Hampshire right-to-know law) when determining what documents are subject to public inspection/disclosure pursuant to a right-to-know request.

6. EVALUATION AND AWARD CRITERIA

- 6.1 General Information: All proposals will be evaluated for responsiveness to the RFP by a Selection Committee made up of representatives of DRED and the NHADEC Board.
- 6.2 Criteria: All written proposals will be evaluated and scored on the basis of the following criteria, which will be accorded the relative weight indicated in parentheses:
 - a. Experience and Qualifications of key staff and subcontractors (30%)
 - b. Overall strategy and approach, methodology (30%)
 - c. Prior work and past performance (20%)
 - d. Cost of Services (20%)

Grand Total (100%)

Written Proposals shall be evaluated using the criteria contained in the Proposal Score Sheet (Attachment B).

Award shall be made to the Offeror who has submitted the best overall response, as judged by the Selection Committee, and recommended to the Commissioner of DRED. A proposed Contractor must receive final approval from the Governor and Executive Council.

- 6.3 Award of Contracts: Offeror(s) deemed to be best suited among those submitting written proposals will be identified on the basis of evaluation factors stated in the Request For Proposal. Offeror(s) may be asked to make oral presentations.

The Selection Committee will make a recommendation for selection of a Contractor to the Commissioner of DRED. The selected Contractor will be notified in writing. DRED and the selected Contractor shall negotiate a contract containing the terms in the RFP. If DRED is unable to negotiate a satisfactory contract with the first selected Contractor, DRED may undertake negotiations with the next recommended Offeror.

The proposed Contract must be approved by the Governor and Executive Council. This process takes approximately four to six weeks when completed.

6.4 Proposed Timetable:

Action	Date
Request for Proposals Issued	Tuesday, June 23, 2015
All clarifying questions received	Tuesday, June 30, 2015
Responses to questions sent to all	Tuesday, July 7, 2015
Written Proposal Deadline	Tuesday, July 21, 2015
Vendor Notification	Friday, July 31, 2015
Contract Process	July 31-August 14, 2015
Governor & Council Approval Process	Next G&C Session following contract negotiation
Contract Effective	Upon G&C approval

7. CONDITIONS: Any prospective contractor must be willing to adhere to the following conditions and must positively state so in the proposal:
- 7.1 Ownership of Subsequent Products: Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP is to be the sole property of the State of New Hampshire, unless stated otherwise in the contract.
- 7.2 Conformance with Statutes: Any contract awarded as a result of this RFP must be in full conformance with statutory requirements of the State of New Hampshire.
- 7.3 Amending or Canceling: The State of New Hampshire reserves the right to amend or cancel this RFP, prior to the due date if it is in the best interest of the State, or to correct inaccuracies resulting from clerical errors.
- 7.4 Rejection for Misrepresentation: The State of New Hampshire reserves the right to reject the proposal of any vendor for misrepresentation.
- 7.5 Contract Format: The successful contractor will be required to sign or provide the following documentation:
- 7.5.1 Service Contract Form – Form P-37.
- 7.5.2 Certificate of Authority. This document is required of the Contractor to certify by vote of the corporation's board that the person who signs the contract has been authorized to do so. The Contractor is required to provide this document on corporate letterhead, signed by the Chairman of the Board or similarly authorized person.
- 7.5.3 Certificate of Existence. This document is required for all contracts exceeding thirty (30) days. They are issued by the New Hampshire Secretary of State's office certifying that the corporation, partnership, or trade name has been registered to do business in New Hampshire. Certificates of Existence shall be current and are renewable annually by April 1st.
- 7.6 Speaking on behalf of the State of New Hampshire DRED: Contractor is not authorized to represent the State's position to the public or media and must be authorized to provide information by DRED.

- 7.7 The resulting Contract may be modified only by written amendment, which has been executed and approved by the appropriate parties from the State and Contractor.
- 7.8 If for any reason, the Contractor fails to make a delivery date, the Contractor shall be assessed a "failure to perform" fee of \$1,000.00 per week, or portion thereof, until the production, revision or delivery date is met. If the Contractor foresees an event beyond its reasonable and normal control and properly notifies DRED of such event, in writing, the Contractor shall be allowed to exceed a production, revision or delivery date with no "failure to perform" fee assessed.

CONTRACTOR DATA SHEET
(To be completed by Offeror)

1. Years in business: Indicate the length of time you have been in business providing this type of service:
 _____ years _____ months

2. References: Indicate below at least three (3) accounts for whom you have provided consultancy services, of which at least two will be related to consortium management and trade show coordination. Include the date services was furnished, and contacts.

Client	City / State	Dates of Service	Contact Name / Phone / E-mail

3. Are you a subsidiary firm? ___ yes ___ no

If yes, list the location of your parent affiliation:

Address: _____

City: _____ State _____

4. List total number of employees:

_____ Full-time _____ Part-time/other

Authorized Signature(s)

This form must be completed and signed by an officer of the company

Name of Firm: _____

Contact: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____

Fax: _____

Email: _____

Date of incorporation: _____

If not a corporation, state the type of business organization, names and addresses of the owners, address and phone of the principle place of business, date business began, and state in which organized.

I certify the accuracy of this information.

Signature: _____

Name and title (print or type): _____

Date: _____

Attachment B

Proposal Score Sheet

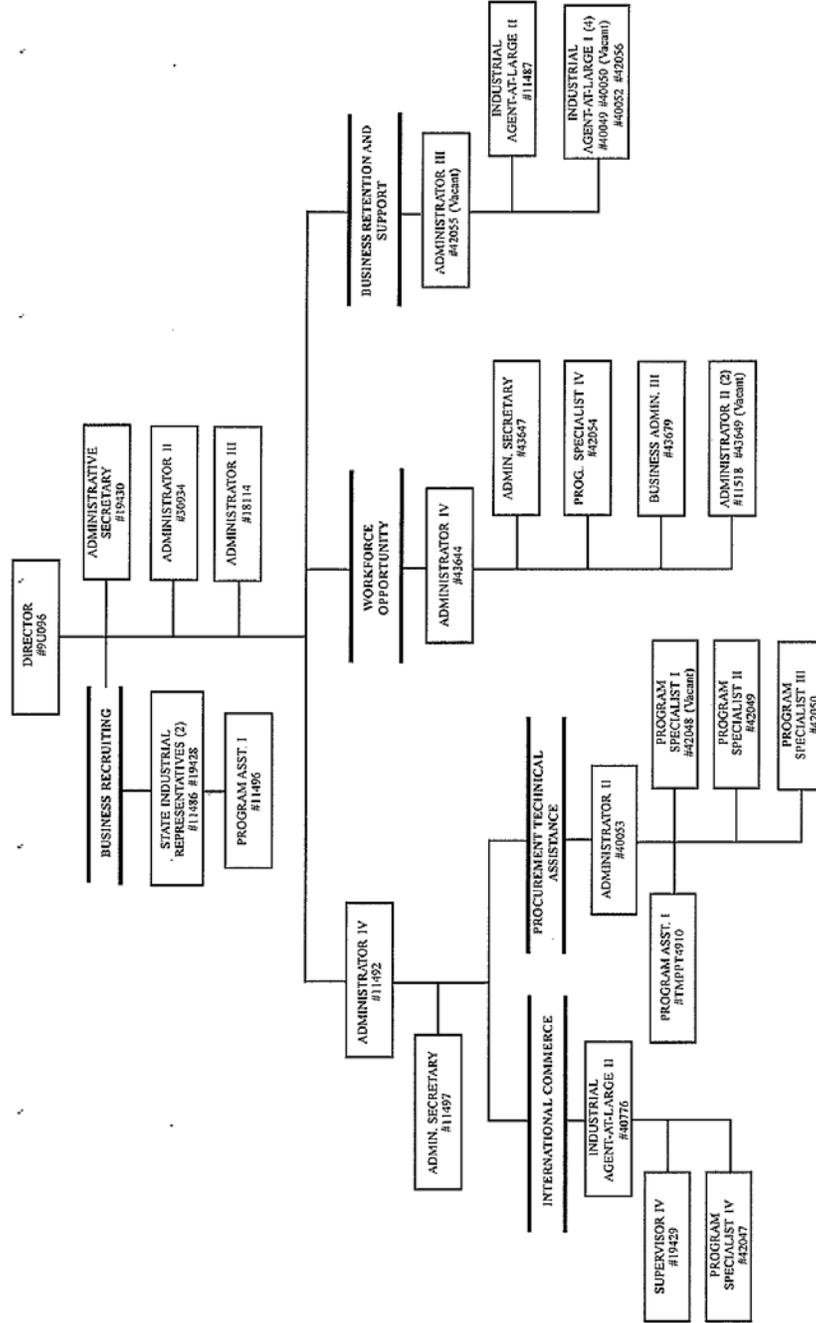
FOR DRED USE ONLY:

COMPANY	
REVIEWER	
DATE	
TOTAL SCORE (Maximum 100)	

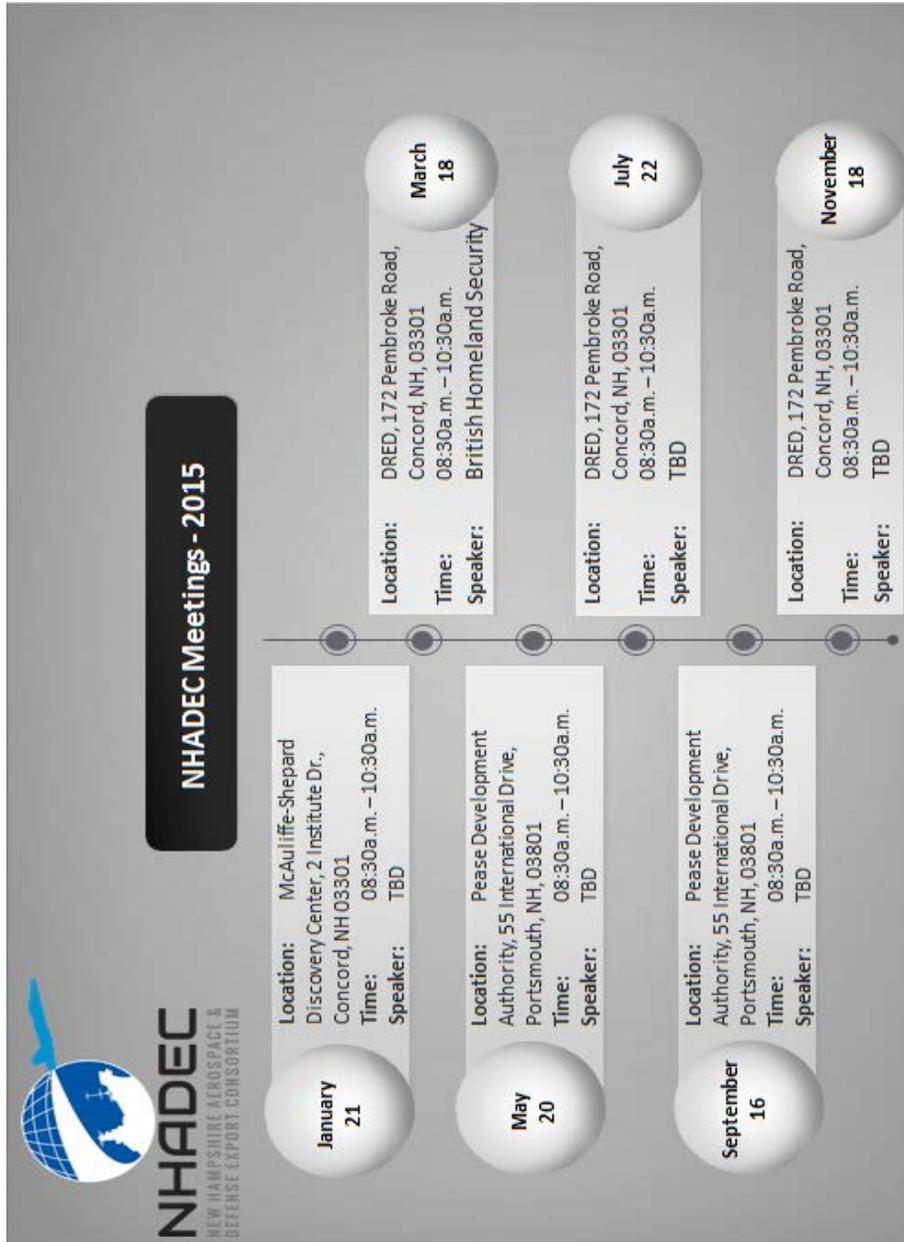
Criteria	Max Points	Score	Notes
Experience and Qualifications of key staff and subcontractors Personnel/subcontractor experience; ability to absorb project into current workflow; ability to work with OIC/DED and its partners; knowledge of state, regional, and international aerospace and defense sector; knowledge of change management best practices.	30		
Overall strategy and approach, methodology Proposal reflects the ability to collaborate with multiple agency partners and NH businesses to implement stated goals and objective, strategies, and projects.	30		
Prior work and past performance	20		
Cost of Services Proposal shall include all pricing information relative to performing the scope of services described in the RFP.	20		

**DEPARTMENT OF RESOURCES AND ECONOMIC DEVELOPMENT
ORGANIZATION CHART / March 2015**

DIVISION OF ECONOMIC DEVELOPMENT (3505)



2015 NHADEC General Meeting Schedule*



*NOTE: Dates and times subject to change