

**ILLINOIS DEFENSE  
INDUSTRY  
ADJUSTMENT (DIA)  
PROGRAM**

---

**Illinois Defense Industry Adjustment (DIA) Program**

Statewide Supply Chain Mapping of Illinois' Defense & Manufacturing Industries  
Request for Qualifications and Proposals

*Issued by the Quad Cities Chamber of Commerce*

---

*This version (released July 7, 2016) is an update to the RFP originally released June 29, 2016. This version clarifies the due date for proposal submissions, which is **Friday, August 5, 2016 by 5:00 PM CDT**. Additional submission details are provided below.*

---

**A. Introduction**

The Quad Cities Chamber of Commerce (“Quad Cities Chamber”) is seeking statements of qualifications and proposals from CONSULTANTS to assist our team, which includes multiple partners, in developing a statewide, comprehensive supply chain map of Illinois’ defense and manufacturing industries (“Statewide Supply Chain Map”).

The Quad Cities Chamber reserves the right to reject any and all proposals and to negotiate changes with any proposer. The Quad Cities Chamber is not liable for any cost incurred by any proposer prior to the execution of a written contract, nor shall the Quad Cities Chamber be liable for any costs incurred by the selected CONSULTANT that are not specified in a written and signed contract.

The Quad Cities Chamber is an equal employment opportunity employer and provider of services.

**B. Overview**

U.S. Department of Defense (“DoD”) activities and spending directly and indirectly contribute more than 150,000 jobs and \$13.3 billion in economic activity in Illinois, amounting to almost 2 percent of the state’s gross domestic product. With active military installations at Scott Air Force Base, Rock Island Arsenal, and Naval Station Great Lakes, and active National Guard installations in communities such as Peoria, Springfield, and North Riverside, Illinois is visibly linked with the military and defense industry.

Illinois is also home to diverse segments of defense manufacturing supply chains. Large companies such as Northrop Grumman—the fifth-largest defense contractor in the world—and Caterpillar supply aerospace and construction equipment to the Department of Defense, and many small- and medium-sized Illinois companies are part of their (as well as other defense) supply chains.

In the past three years, DoD expenditures for the state (in terms of annual dollars obligated) fell from over \$7.5 billion in 2012 to just above \$1 billion in 2014, “possibly due to national budget cuts,” according to a 2014 report released by Northern Illinois University’s Center for Governmental Studies.

**ILLINOIS DEFENSE  
INDUSTRY  
ADJUSTMENT (DIA)  
PROGRAM**

---

The Illinois DIA Program, launched in December 2015, received grant funding through the DoD Office of Economic Adjustment (“OEA”). The University of Illinois (“U of I”) is the primary grant operator and fiscal agent for the entire program. U of I personnel provides overall project oversight while also facilitating leadership, providing strategic direction, and performing other administrative duties.

The Voorhees Center for Neighborhood and Community Improvement (“Voorhees Center”), which is part of the University of Illinois at Chicago (“UIC”), is leading community engagement efforts in defense communities across the state to perform community and economic research for those regions, provide technical assistance, and develop a broader statewide defense industry adjustment response strategy.

The Quad Cities region, long a center for manufacturing, uniquely includes the Rock Island Arsenal, an Army Materiel Command Center of Excellence, and has approximately 900 regional companies in the manufacturing cluster including John Deere, ALCOA, Sivyer Steel, SSAB, HON/All Steel, General Grind, and Meminger Metals. The Joint Manufacturing Technology Center (JMTC) at the Rock Island Arsenal is the largest DoD metal manufacturing facility in the U.S. The JMTC has the only foundry owned by the U.S. government and is capable of manufacturing almost any metal part the military may need. From Howitzers to Humvee armor, all are manufactured at the Rock Island Arsenal JMTC.

As part of the Illinois DIA Program, the Quad Cities Chamber received a sub-award from U of I to oversee specific portions of the program, primarily those taking place in the Quad Cities region. As part of the sub-award, the Quad Cities Chamber is also responsible for operating and overseeing the Statewide Supply Chain Mapping for the entire State of Illinois.

The overall project consists of two key parts, both of which are currently underway:

- I. Defense industry adjustment activities coordinated at the statewide level (led by the University of Illinois). Activities include:
  - a. Region-specific outreach and planning in “defense impacted” regions, including Rockford, Northeast Illinois (Greater Chicago), Peoria, and Southwestern Illinois (Metro East region), to convene key players and gather information about regional priorities related to the defense industry and local efforts already underway.
  - b. Economic and community analysis, data gathering, and technical assistance, including adjustment activities to be determined based on the individual needs of those communities.
  - c. Statewide assessment of the defense-related economic base, which will draw on the abovementioned activities.
  - d. Dissemination of valuable and defense-relevant data across the targeted defense-heavy regions and the state more broadly.
- II. Defense industry adjustment activities implemented at the regional level, specifically in the Quad Cities (led by the Quad Cities Chamber of Commerce),

which are serving as a defense industry adjustment pilot and demonstration for the statewide activities being led by U of I. These regional activities include:

- a. Regional defense asset mapping.
- b. Assessment of the Quad Cities defense-related economic base.
- c. Creation of a “Defense and Manufacturing Innovation Ecosystem Partnership.”
- d. Delivery of direct support through the existing Quad Cities Manufacturing Innovation Hub.
- e. A communications strategy.

The Statewide Supply Chain Map described in this RFP is an essential and sizable component of this program and is intended to help stitch together the regional and statewide activities. While the Quad Cities Chamber will execute the contract described herein, the U of I/Voorhees Center will be closely involved in all aspects of the project implementation, including selection of the CONSULTANT.

### **C. Clients’ Background**

The University of Illinois is a public state university system of Illinois and is considered an entity of state government. Through its three distinct universities in Urbana-Champaign, Chicago, and Springfield, this university system serves the people of Illinois through a shared commitment to its missions of excellence in teaching, research, public service and economic development. The university entities directly involved in the Illinois DIA Program include the Office of the Vice President for Research (an administrative unit of the U of I System) and the Voorhees Center for Neighborhood and Community Improvement (a research unit of the University of Illinois at Chicago).

The Quad Cities Chamber works to strengthen and enhance the business environment, represent the interests of its members, and foster balanced growth. The Quad Cities Chamber advances the Quad Cities community by focusing resources on economic, community, and workforce development.

Executive and policy direction for the Statewide Supply Chain Map will be provided by a three-person working group led by:

- Vicky Miller (Director, Defense Industry Economic Diversification Program for the Quad Cities region)
- Joey Mak (Principle Investigator, Illinois Defense Industry Adjustment Program)
- Janet Smith (Co-Director of the Nathalie P. Voorhees Center for Neighborhood and Community Improvement)

### **D. Content of Proposal**

Responding parties must include the elements described below within a single, bound, or stapled document of no more than 25 pages. Six (6) copies of the proposal shall be delivered to:

Vicky Miller  
Quad Cities Chamber of Commerce  
1601 River Drive, Suite 310  
Moline, IL 61265

I. Transmittal Letter

Provide a brief letter of transmittal stating the proposing firm's background and interest in the project. The letter must include a DUNS number and contact information for the company's chief executive and its proposed project manager.

II. Statement of Qualifications

This narrative must detail how the CONSULTANT and any subcontracted parties are exceptionally qualified to provide the services requested in this RFP. Minimally, the section must contain:

- Company profile
- Vitae of the project manager and key team members
- Description of similar projects completed by the CONSULTANT
- Three client references from similar projects successfully completed in the last five years
- Name and location of subcontracting firms (if any) that will be used by the CONSULTANT, and the approximate percentage and type of work that would be performed by each subcontracted firm
- Ability to integrate this project into the CONSULTANT's present workload

III. Project Approach

The proposal shall include a detailed description of the CONSULTANT's proposed means of completing the following tasks, including the processes, skills, and tools to be used in the collection, compilation, and analysis of project requirements. The proposal should also include specific information about the support required from the Illinois DIA Program team. Specific milestone dates, action items, measurements, and costs of the project should also be provided.

A detailed scope of services will be negotiated at the time of contract development with the selected consultant.

IV. Project Scope

We are seeking development of a high-quality, statewide, comprehensive supply chain map of Illinois' defense and manufacturing industries. The final product must contain data and offer the functionality to support two key objectives of the Illinois DIA Program:

1. Promote supply chain resiliency – Insights gained will serve as the basis for market diversification activities by helping to identify:

- At-risk firms in the DoD supply chain
- New opportunities for DoD companies to buy and sell to each other
- New teaming arrangement/partnership opportunities for suppliers to jointly pursue future contracts
- Potential for new applications of defense-related products
- Opportunities to expand the customer base of the defense industry
- Methods to accelerate the commercialization of defense-related products/tech transfer

2. Promote cluster development – The mapping will also support macro-level decision-making related to policy and large-scale investments by providing:

- Aggregate understanding of regional and/or sector-specific competitive advantages and gaps (e.g., specialized supplier networks, core capabilities, deployment of technology and workforce, etc.)
- Numbers to support recommendations or implementation strategies
- Better understanding of the supply and demand for products and skilled labor

The Statewide Supply Chain Map should identify the scope and nature of defense-related contractor and sub-contractor activities in the State of Illinois, including their corresponding personnel and business linkages. The proposal should also capture similar information about Illinois-based, Tier 1-3 suppliers that are fulfilling contracts from DoD prime contractors based outside of Illinois.

Furthermore, the Statewide Supply Chain Map should support the state's large manufacturing sector by identifying new market expansion opportunities for Illinois-based manufacturers, especially small- and medium-sized enterprises (SME's).

The depth of the Statewide Supply Chain Map should also include:

- State, county, and metropolitan statistical area (MSA) level details
- Current economic impacts

Other source data could include (but is not limited to):

- Data from local economic development organizations in the regions, including chambers of commerce
- Illinois Manufacturing Excellence Center (IMEC), the State of Illinois Manufacturing Extension Partnership (MEP)
- The State of Illinois Department of Commerce and Economic Opportunity (DCEO), which oversees the state's Small Business Development Centers (SBDC's) and Procurement Technical Assistance Centers (PTAC's)

- Company referrals

Deliverables must also include user-friendly tools (including mapping tools) that are durable and updatable, and can help visualize network connections across supply chains throughout the entire state.

#### V. Proposal Components

Proposals should also address the following issues:

- How captured data will be stored, communicated, visualized, and disseminated to the Illinois DIA Program team.
- What additional data sources (both public and fee-based) might be required to complete the scope outlined in the previous subsection, including anticipated costs.
- How confidentiality or issues of sensitive information will be managed.
- What prerequisites or “needs” are required on the ground (e.g., connections to companies or company-facing organizations, local context, etc.) to ensure a robust supply chain map.

#### E. Deadlines

Submittal Deadline: Six (6) hard copies, along with one (1) electronic copy (on a flash drive) must be received by **Friday, August 5, 2016 by 5:00 PM CDT**

Submittal Location: Vicky Miller  
Quad Cities Chamber of Commerce  
1601 River Drive, Suite 310  
Moline, IL 61265

Question Deadline: Questions must be submitted by email to:

Vicky Miller  
vmiller@quadcitieschamber.com

Question Responses: Posted on [www.illinoisDIA.org](http://www.illinoisDIA.org)

#### F. Evaluation Criteria

A review of qualifying proposals will identify potential CONSULTANTS that most closely meet the needs of the Illinois DIA Program. Upon review of the proposals, the three highest ranked proposers will be contacted to make a presentation to the evaluation team to discuss their qualifications and approach to completing the project.

The Illinois DIA Program team – representatives from the Quad Cities Chamber of Commerce, the Office of the Vice President for Research at the University of Illinois

System, and the Voorhees Center for Neighborhood and Community Improvement – will evaluate all proposals. The key factors that will be taken into consideration by the evaluation team are quality, value, and pricing, which can generally be further segmented based on:

- Qualifications, reputation, and experience of the proposing firm.
- Qualifications and experience of the project manager.
- Qualifications and experience of the project team.
- Project team’s knowledge of the defense industry, manufacturing, innovation, and economic development planning.
- Project team’s grasp of Illinois’ unique assets and needs.
- Partnerships with local contractors, consultants, or service providers.
- Demonstrated ability to complete the project by August 1, 2017.
- Project schedule and cost.
- Evaluation of references.

#### **G. Proposed Evaluation Schedule**

- July 7, 2016                      Public re-release of this updated RFP
- July 22, 2016                    Final date for respondents to submit inquiries or questions.
- July 26, 2016                    Answers to inquiries or questions posted to [www.illinoisDIA.org](http://www.illinoisDIA.org)
- August 5, 2016                    Proposals/Qualifications due by 5:00 PM CDT
- August 12, 2016                Top three applicants invited to make presentations to the evaluation team (via phone or video if needed).
- August 15-19, 2016          Presentations and review by evaluation team
- August 26, 2016                CONSULTANT selected and notified

#### **H. Anticipated Project Schedule**

The period for this work will be from September 1, 2016 through August 31, 2017. The month of September will be used for planning and developing the detailed scope.

Additionally, the CONSULTANT should plan for at least three in-person meetings in Chicago with the Illinois DIA Team throughout the lifecycle of the project, which will likely include:

- Meeting #1 – Finalize work plan and scope (likely in September 2016)
- Meeting #2 – Progress report meeting (likely in January 2017)
- Meeting #3 – A meeting to discuss findings (towards the end of the project)

**ILLINOIS DEFENSE  
INDUSTRY  
ADJUSTMENT (DIA)  
PROGRAM**

---

The exact meeting dates will be finalized after the CONSULTANT is selected.

**- END OF SOLICITATION -**