



REQUEST FOR PROPOSALS
Puerto Rico Aerospace Industry Study:
Ecosystem Mapping, Competitive Benchmarking & Sector Strategy
Invest Puerto Rico Inc.

| MILESTONE | DATE AND TIME |
|---|-----------------------------------|
| RFP Issue Date | January 12, 2024 |
| Submissions of Letter of Intent Attachment A (via email) | January 19, 2024, by 3:00 pm AST |
| Submissions of Questions and Requests for Clarification (via email) | January 24, 2024, by 3:00 pm AST |
| Responses to Questions and Requests for Clarification (via email) | January 31, 2024, by 5:00 pm AST |
| Proposals Due (via email) | February 9, 2024, by 5:00 pm AST |
| Final selection will be completed by or before | February 21, 2024, by 5:00 pm AST |
| Contract Start Date on or before | March 1, 2024 |

*Invest Puerto Rico reserves the right to adjust the above schedule as needed.

ABOUT INVEST PUERTO RICO

Invest Puerto Rico (InvestPR) is a 501(c)3 non-profit organization created by the Government of Puerto Rico via Act 13-2017 with the mission of promoting Puerto Rico as a competitive investment jurisdiction to attract new business and capital investment to the island. The entity is tasked with promoting Puerto Rico as a premier location to do business and assisting companies and investors establish their operations on the island by:

- Providing data and information about Puerto Rico’s economy and industry sectors to enable informed decision-making;
- Assisting with the process of identifying commercial and industrial real estate for projects;
- Connecting companies with the talent they need to operate;
- Serving as a connector to organizations in the public, private, nonprofit & academic sectors to facilitate their arrival on the Island; and
- Connecting investors with local projects and businesses seeking capital.

INTRODUCTION

The scope of this project is to uncover and validate economic opportunities related to the Aerospace and Defense sector in Puerto Rico. As part of this engagement, the successful vendor will help InvestPR:

- Validate Puerto Rico’s Aerospace and Defense sector breadth and assets.
- Identify subsector strengths at a granular level with respect to specific companies and organizations, and at a high level with respect to supply chains.
- Understand local market size and growth.

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- Understand local market strengths and weaknesses, i.e., but not limited to education and talent, regulatory environment, cost of doing business, incentives, etc.
- Compare Puerto Rico to other Aerospace hubs or centers of excellence.
- Identify opportunities which could include, but are not limited to, government or private funding of new and established companies, and investment by companies into setting up or expanding operations. Identify DoD funding opportunities that could be performed by aerospace companies already in Puerto Rico or new companies based out of Puerto Rico.
- Establish priorities to catalyze significant and sustainable growth (especially for subsectors).
- Identify priority subsegments and specific companies that might see Puerto Rico as an attractive place to expand/move operations. E.g. Identify enablers for Unmanned Aerial Vehicles research, development, and manufacturing out of Puerto Rico.
- Identify opportunities for business expansion of companies already on the island.
- Develop an action plan for next steps to realize sector growth potential in the short, medium, and long term. Identify Aerospace and Defense sector future needs overall and what Puerto Rico needs to align to future technologies.

PURPOSE

The outcomes of this engagement will assist broader strategy for the expansion of the Puerto Rico Aerospace cluster and will demonstrate that the region has a significant value proposition both nationally and internationally to attract more people, companies, and capital investment. There is a need to increase global awareness of Puerto Rico's unique advantages in the sector and the outcomes of this study will help inform the narrative used when pitching our region to prospective opportunities.

Findings extracted from this project will further strengthen InvestPR's understanding of the industry and play an important role in directing future projects, advising clients of expansion opportunities, attracting additional Aerospace companies and adjacent businesses, and sharing timely information.

SCOPE OF WORK

A. DELIVERABLES:

The ultimate deliverable is a detailed report and strategy containing the findings, research, and recommendations. A PowerPoint presentation based on the final report reflecting an executive summary of the findings should also be provided. At a minimum, the study must address the following topics:

1. **Ecosystem Mapping**

Validate existing inventory of the Aerospace and Defense sector and corresponding supply chain assets on the island along with relevant stakeholder organizations deemed critical as part of the ecosystem, including related education/workforce development entities. Determine their key capabilities, responsibilities and where they connect to upstream and downstream supply chain actors.

2. **Benchmarking**

Identify at least three (3) jurisdictions, nationally or internationally, that are Aerospace centers of excellence or hubs that will serve as the basis for benchmarking throughout this study. Compare to Puerto Rico using key enabling factors.



Document Puerto Rico's sector and subsector position relative to identified jurisdictions using criteria and weighting developed by the vendor and aligned with InvestPR.

3. Sector Strategy & Action Plan

Develop a sector strategy and action plan that includes:

- Identification of subsectors in Puerto Rico with high growth potential, including SWOT analysis of these subsectors which incorporates the influence of enabling factors and trends. What are their competitive strengths/advantages in Puerto Rico?
- Further exploration into the outsource design & engineering subsector and two additional subsectors with high growth potential (as identified by the vendor). For each sector, identify:
 - o Strategies and/or initiatives needed to ensure each subsector can grow, thrive, and attract investment.
 - o List of companies that InvestPR can potentially target, along with company profiles and business cases for each one.
 - o Expansion opportunities for companies already on the island, along with profile and business cases for each opportunity
 - o Key contributors that speak to Puerto Rico's primary value proposition components relative to other jurisdictions that make our location a choice for aerospace investment in the identified subsectors.
 - o Priorities and next steps for implementation to realize sector growth potential in short, medium, and long terms (in years, as defined by selected consultant) for Aerospace and Defense subsector categories that have the necessary components to flourish in Puerto Rico. Identification of recommendations that may be transferable to additional subsectors.

4. Funding & Grants

Identify federal or other funding and grant opportunities in support of Puerto Rico's existing Aerospace and Defense sector.

B. REPORTING:

- Prepare profiles and briefs of proposed corporate meetings with notes from correspondence with corporate decision-makers and report on market intelligence acquisition for prospective targets.
- Bi-Weekly progress reports by phone/ video conference/ email with InvestPR;
- Final report of contract results, overall market intelligence, trends and feedback acquired from prospecting.
- Excel file of the final target leads lists with responses and feedback that may need to follow up.

C. TIMELINE:

Final report deadline is expected to be 6-8 months after kick-off (to be discussed with InvestPR). Selected vendor will need to present findings at a stakeholder event in San Juan, PR.

SUBMISSION REQUIREMENTS

InvestPR encourages creativity within the submittal to illustrate industry sector knowledgebase and experience. A consultant, firm, or combination thereof wishing to submit a proposal must include the following in their response as a minimum:

- A brief history of the proposing entity, including general background and relevant experience.



- Qualifications of the personnel assigned to the project.
- Description of approach to meet described objectives and deliverables, including research methodology as well as sample composition and source to be used for the study.
- Provide any recommended changes to the Project Scope that the application feels may better accomplish the development of the research and strategic plan.
- Anticipated schedule with milestones and timeline to complete the work.
- A list of at least two similar or related research projects completed in the past five years along with client references for each.
- At least one (1) sample (blinded if necessary) completed deliverable for a similar or related research project.
- A statement of conflicts (if any) the proposing entity or key employees may have regarding these services. If no potential conflicts of interests are identified, please state so.
- Project-based total fee

Proposal Format: PPT or PDF of not more than **40 pages** (excluding sample deliverable(s)).

SELECTION CRITERIA AND QUALIFICATIONS

The Bidder must show to the highest satisfaction of InvestPR that it has the necessary qualifications and financial resources to provide the services specified herein in a satisfactory manner.

Proposals will be reviewed and evaluated by Invest Puerto Rico. The criteria for evaluation will include:

- A. Ability and Capacity to Perform Services (40%): Demonstrated ability, capacity, skill, financial and other necessary resources of the Bidder to perform the work or provide the services required, including resumes of the proposed team members;
- A. Strategic Thinking and Planning Approach (20%): Clarity and thoughtfulness of the Bidder's approach to fulfilling the multifaceted solicitation, with clear milestones and timelines.
- B. Examples of Work Product (20%): The quality of examples of previous work product from previous engagements or professional endeavors of the Bidder or Bidder's professionals that will be involved in providing the services being procured, including relevant references that indicate the character, integrity, reputation, judgement, experience, and efficiency of the Bidder or team members that will be involved in providing the services being procured; and
- C. Costs, Fees and Expenses (20%): The reasonability of the costs, fees, and expenses structure provided by the Bidder given the complexity of the tasks and projects requested from the service provider;

Other Considerations:

- Evaluation of the proposals will be under the jurisdiction of InvestPR. InvestPR will evaluate all material submitted and engage in interviews and/or discussions with the respondents deemed as most qualified, based on responses.
- InvestPR will select the Bidder that best represents itself as capable of meeting the needs stated in this RFP.
- As a best practice and subject to InvestPR's best ability and judgment, InvestPR will favorably consider proposals of entities that demonstrate diversity and inclusion policies.
- Discussions will take place between InvestPR and the Selected Bidder to define a more detailed scope of work. Ultimately, a contract will be executed between the Selected Bidder and InvestPR.
- If InvestPR is unable to negotiate a satisfactory contract with the Selected Bidder, negotiations with that Bidder shall be terminated and the organization shall undertake negotiations with another qualified Bidder until a satisfactory contract is negotiated. If InvestPR is unable to negotiate a contract with any of the Selected Bidders, the organization shall re-evaluate the scope of services and fee requirements.
- InvestPR reserves the right to reject any or all qualification submittals or to waive any minor defects or irregularities in any submittal. InvestPR further reserves the right, without prior notice, to supplement, amend or otherwise modify this request for qualifications or otherwise request additional information from any or all applicants.



- Invest Puerto Rico will not provide any compensation for development of materials or time spent preparing a response to this RFP.
- Once selected, the Selected Bidder must be prepared to begin work with InvestPR immediately.

BUDGET

InvestPR has established a budget of **\$500,000** for this project.

RFP SUBMISSION PROCESS

Proposals must be received no later than February 9, 2024, by 5:00 pm AST. Proposals as well as any questions regarding the submission process should be sent by e-mail to John Bozek (jbozek@investpr.org).



ATTACHMENT A

Letter of Intent

I submit this Letter of Intent to notify Invest Puerto Rico of [name of your organization]'s intent to participate in the RFP process for Puerto Rico Aerospace Industry Study: Ecosystem Mapping, Competitive Benchmarking & Sector Strategy.

I acknowledge that this letter of intent is only a requisite to submit questions by January 24, 2024, by 3:00 pm AST deadline and that all proposals submitted within the RFP deadline will be evaluated by Invest Puerto Rico. I understand that all questions and answers will be shared.

John Bozek will be Invest Puerto Rico's main point of contact for the purposes of the application process and can be reached at: jbozek@investpr.org. This completed letter of intent should be emailed to him no later than January 19, 2024, by 3:00 pm AST.

Thank you.

Name and Signature

Title

Organization

Date

