

Amendment

The South Carolina Hydrogen and Fuel Cell Alliance issued its Strategy Consultant RFP on March 8, 2011. The following is an Amendment to the RFP.

This amendment is dated March 11, 2011.

PROJECT COMPLETION: January 31st, 2012

Request for Proposals

The South Carolina Hydrogen and Fuel Cell Alliance seeks an experienced, team-oriented strategy consultant to develop the South Carolina Hydrogen and Fuel Cell Economic Development Strategy 2011 project and to produce a Blueprint for the South Carolina Hydrogen and Fuel Cell Cluster. The Blueprint will expand on an existing strategy report, the South Carolina Next Energy Initiative, produced in 2005.

Overview:

The South Carolina Hydrogen and Fuel Cell Alliance (SCHFCA) gained funding from the U.S. Department of Commerce's Economic Development Administration for the South Carolina Hydrogen and Fuel Cell Economic Development Strategy 2011 project (the Project). The Project will contribute to the development of a green economy by laying out a Blueprint that will document and strategize the production and use of low/no carbon fuels such as hydrogen and the manufacture and use of power producing fuel cells within the South Carolina Hydrogen and Fuel Cell Economic Cluster (Cluster).

The Project will result in a Blueprint (Blueprint) that will expand on an existing strategy, produced in 2005, called the South Carolina Next Energy Initiative (2005 Report). (see <http://www.schydrogen.org/documents/2005%20Next%20Energy%20Initiative%20study.pdf>).

The Project will primarily impact the regions near Columbia, SC (Central Midlands), Aiken, SC (Upper Savannah and Lower Savannah), the Upstate (Appalachian and Catawba), and economic distressed regions along the I-95 corridor. The Project is consistent with the economic vision of these region's Comprehensive Economic Development Strategy (CEDS). (see <http://www.eda.gov/PDF/CEDSFlyer081706.pdf>).

The Project has three main steps: (1) Identify the current status and direction of the Cluster in the areas of discovery, development, and deployment; document the past growth of the Cluster

through economic evaluation; and develop a Blueprint that identifies the Cluster's goals for the near and long term; (2) Analyze, reassess and more deeply define the 2005 Report to identify an Action Plan containing specific steps to increase competitiveness of the Cluster and better leverage the Cluster's assets; and (3) Communicate the Project findings throughout the Cluster and among decision makers, media and the public.

Project outcomes will serve to:

- Create an increasingly collaborative, stronger Cluster by identifying and communicating South Carolina's potential and market opportunities;
- Attract hydrogen and fuel cell companies to South Carolina, and encourage start-up companies and entrepreneurship;
- Document and facilitate the growth of a knowledge sector for key research and innovation;
- Provide direction for existing companies to expand into the hydrogen and fuel cell energy market;
- Provide data on job creation, job retention, and investment within the Cluster.

Project Deliverables:

- Blueprint Report, including a detailed strategic Action Plan.
- Report on Cluster mapping, including a visual representation.
- Report on Supply Chain Analysis.
- Cluster Review Report to assess progress since the 2005 Report.
- Database of Cluster jobs and investments for the purpose of Government Performance and Results Act (GPRA) Tracking.
- Survey template that the SCHFCA can use in the future to survey partners, economic developers, and the SC Dept of Commerce. Survey results will feed into the GPRA Tracking database, to track Cluster job creation, job retention, private investment, and state, federal and local investment.

Responsibilities of Consultant

The role of the Consultant will be to provide tools and guidance to the Project team so that relevant information can be gathered appropriately. The Consultant will be responsible for accepting input from the Project team in order to produce the Blueprint and other deliverables.

Project Deliverables:

- Blueprint Report, including a detailed strategic Action Plan.
 - Develop a Blueprint and specific Action Plan that builds on the 2005 Report. (Strategy Consultant & SCHFCA)
 - Survey Steering Committee and additional experts as needed to determine an ideal strategic direction;
 - Identify relevant stakeholders;

- Identify an action plan to increase competitiveness of the Cluster and prepare the necessary facts and arguments for the successful development of key public and private sector-based initiatives;
 - Update the Cluster’s goals for the near and long term;
 - Produce the Blueprint.
- Report on Cluster mapping, including a visual representation.
- Report on Supply Chain Analysis.
- Cluster Review Report to assess progress since the 2005 Report.
- Database of Cluster jobs and investments for the purpose of GPRA Tracking.
- Survey template that the SCHFCA can use in the future to survey partners, economic developers, and the SC Dept of Commerce. Survey results will feed into the GPRA Tracking database, to track Cluster job creation, job retention, private investment, and state, federal and local investment.

Project Team Participants

- Steering Committee: This committee will evaluate and validate the findings of the Project, and work to distribute, communicate and execute the final results. Members of this committee are business, government and non-government organization leaders, primarily within the South Carolina industry segment.
- Strategy Consultant: The role of the Consultant will be to provide tools and guidance to the Project team so that relevant information can be gathered appropriately. The Consultant will be responsible for accepting input from the Project team in order to produce the Blueprint and other deliverables.
- Working Groups: Working Groups are comprised of individuals with specific interest in the success of the Cluster; South Carolina economic development; and/or knowledge of one or more of the following: hydrogen and fuel cell technologies; supply chain or early markets; industry codes. Working Groups will provide input to the overall Blueprint and each group will produce a Working Group report. Potential members of these groups may include SCHFCA Partners, member of the SC Dept. of Commerce, members of the SC Manufacturing Extension Partnership, and members of the New Carolina group. The initial plan is for five groups, with 2 co-leaders each, as follows:
 - i. Supply Chain Mapping Working Group: This group will identify the individual components needed in the supply chain for hydrogen production, hydrogen storage and fuel cells. This group’s findings will result in a working group report that includes industry codes where applicable;
 - ii. Cluster Member Identification Working Group: This group will identify companies and organizations with the capabilities and resources to contribute to the supply chain in South Carolina. This group’s finding will result in a working group report that lists companies, contacts, company overview, and relevant economic indices;
 - iii. Early Market Opportunities Working Group: This group will identify the most potentially competitive early markets for hydrogen and fuel cells. This group’s findings will result in a working group report that explores potential scenarios for growth within the Cluster;

- iv. **Lessons Learned Working Group:** This group will consist of long time Cluster members that can identify the successes and failures in the state. The group will report on the environment and the climate that contributed to the current state of the industry in South Carolina. This group's work will result in a working group report that narrates their findings.
- v. **Communication and Marketing Working Group:** This group will develop and implement a comprehensive, strategic communication and marketing plan that supports the Project outcomes. This group will begin to implement the communication plan and SCHFCA will continue to implement the plan after the Project ends. This group's work will result in a working group report that details the communication plan and includes specific action items and guidelines on outreach, publication and marketing results monitoring.
- **SCHFCA Project Management:** The SCHFCA will ensure the Project follows the stated timeline and delivers outcomes as agreed upon with the US Department of Commerce, Economic Development Administration. SCHFCA will also facilitate gathering of the necessary data needed for Blueprint development, and provide tools and guidance to the Project team.

Project Team Objectives

Supply Chain Mapping and Cluster Member Identification

Supply Chain analysis and Cluster mapping detailing how the South Carolina Hydrogen and Fuel Cell Cluster, and related supporting renewable and clean-tech related industry Clusters, compare to key national and international benchmark regions.

- Define, describe, and catalogue the industry supply chain
 - Map the vertical supply chain for the hydrogen and fuel cell industry;
 - Define and describe all chain elements.
 - **Responsible Working Groups:** Supply Chain Mapping and Early Market Opportunities.
- Map the Supply Chain in SC
 - Identify the components in both the hydrogen and the fuel cell supply chain and create a list that includes industry codes;
 - Identify all companies in SC fitting the codes;
 - Determine total potential supply chain market in SC.
 - **Responsible Working Groups:** Supply Chain Mapping and Cluster Member Identification.
- Identify key areas of early market opportunities for the hydrogen and fuel cell industries.
 - **Responsible Working Group:** Early Market Opportunities and Strategy Consultant.

Cluster Review:

- Identify the current status and direction of the South Carolina Hydrogen and Fuel Cell Cluster in terms of discovery, development, deployment and economic contribution.
 - **Responsible Working Group:** Lessons Learned working group

- Document the past growth of the Cluster through an economic evaluation to include a summary of progress made relative to the 2005 Report.
 - Determine the extent of historical and current economic links between the Cluster and the rest of the regional economy;
 - Determine the progress in innovation, employment and economic impact the Cluster has made for the state;
 - Determine the competitiveness of the Cluster by national and international benchmarking with peer competitor hydrogen and fuel cell Clusters along multiple competitiveness dimensions.
 - **Responsible Working Group:** Lessons Learned working group and Strategy Consultant.

Blueprint Formation:

- Develop a Blueprint and specific Action Plan that builds on the 2005 Report.
 - Survey Steering Committee and additional experts as needed to determine an ideal strategic direction;
 - Identify relevant stakeholders;
 - Identify an action plan to increase competitiveness of the Cluster and prepare the necessary facts and arguments for the successful development of key public and private sector-based initiatives;
 - Update the Cluster's goals for the near and long term;
 - Produce the Blueprint and Action Plan
 - **Responsible Working Group:** Strategy Consultant & SCHFCA

Communication and Marketing:

- Develop the Communication and Marketing plan;
 - Define stakeholder marketing and engagement plan;
 - Develop appropriate messaging;
 - Produce printed and online representation of strategy and supply chain map.
 - **Responsible Working Group:** Communication and Marketing
- Constituency management and Blueprint implementation.
 - Implement stakeholder marketing;
 - Facilitate implementation of the Blueprint.
 - **Responsible Working Group:** SCHFCA

Process:

- Bids due: April 4th, 2011.
- Selection announcement: All applicants will be informed of the results of the selection process by Friday, April 8th, 2011.
- Project begins: A kickoff meeting to begin the project will be held in the second or third week of April, 2011.
- Project Completion: January 31st, 2011

Selection Criteria:

A successful proposal will demonstrate:

- The candidate's ability to achieve the deliverables of the Project through past experience, including examples of relevant past work;
- Biographical sketch(es) on the proposed consultant(s);
- Three (3) industry references;
- A work proposal that addresses each element of the project Scope of Work. The work proposal should present sound methodology and approach as well as a demonstration of the technical resources available to complete the tasks;
 - Specifically the proposal should detail the ability to lead and deliver the supply chain mapping aspect of this project.
- A price that is less than or equal to \$140,000.00. Proposed costs should include all anticipated expenses to be incurred based on the scope of work. Personnel and Fringe, Travel (Project Management anticipates 2 in-person meetings in Columbia, SC), materials, equipment, supplies, and any other reasonable costs anticipated by the proposer must be included;
 - If necessary, submit a higher price with justification of the amount over \$140,000.00.
- Ability to perform in accordance with Department of Commerce Regulation at 15 CFR Part 24.36;
- Ability to provide all deliverables and data in electronic format;
- The winning bidder will be selected solely by the judgment of the Project Steering Committee and Project Managers;
- The winning bidder will be required to sign an intellectual Property Agreement at the time of selection.

Instructions for response

Please submit Proposals

- via email to: Strategyproposals@schydrogen.org or
- By mail to: SCHFCA Cluster Strategy Proposals
Box 12302
Columbia, SC 29211
- Questions should be directed to strategyproposals@schydrogen.org. Answers will be posted on the web at www.schydrogen.org/clusterstrategy. Please visit this site regularly for information.