



New Hampshire Department of
**BUSINESS AND
 ECONOMIC AFFAIRS**

77 JR



November 14, 2019

The Honorable Mary Jane Wallner, Chairman
 Fiscal Committee of the General Court
 State House
 Concord, New Hampshire 03301

His Excellency, Governor Christopher T. Sununu
 and the Honorable Executive Council
 State House
 Concord, New Hampshire 03301

REQUESTED ACTION

1. Pursuant to RSA 9:16-c, I, Transfer of Federal Grant Funds, authorize the Department of Business and Economic Affairs, Division of Economic Development, to transfer funds in the amount of \$140,000 effective upon Fiscal Committee and Governor and Council approval through December 31, 2020. **100% Federal Funds**

OEA Grant 03-22-22-220510-14550000					
Class	Description	Account	FY2020 Adjusted Budget	Requested Change	FY2020 Requested Budget
Revenue					
000	Federal Funds	403944	\$340,065		\$340,065
Expense					
040	Indirect Costs	500800	\$42,314	0	\$42,314
041	Audit Fund Set Aside	500801	\$621	0	\$621
046	Consultants	500464	\$60,000	(\$60,000)	\$0
057	Books Periodicals	500533	\$81,192	(\$80,000)	\$1,192
080	Out of State Travel Reimb	500719	\$897	0	\$897
102	Contracts for Program Services	500731	\$155,041	\$140,000	\$295,041
Total Appropriation			\$340,065		\$340,065

2. Authorize the Department of Business and Economic Affairs, Division of Economic Development, to accept and expend grant funds in the amount of \$22,298 awarded by the US Department of Defense through the Office of Economic Adjustment effective upon Governor and Executive Council approval through December 31, 2020. **100% Federal Funds**

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 Concord, New Hampshire 03301

603.271.2341

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OEA Grant 03-22-22-220510-14550000					
Class	Description	Account	FY2020 Adjusted Budget	Requested Change	FY2020 Requested Budget
Revenue					
000	Federal Funds	403944	\$340,065	\$22,298	\$362,363
Expense					
040	Indirect Costs	500800	\$42,314	\$7,018	\$49,332
041	Audit Fund Set Aside	500801	\$621	\$280	\$901
046	Consultants	500464	0	0	\$0
057	Books Periodicals	500533	\$1,192	0	\$1,192
080	Out of State Travel Reimb	500719	\$897	0	\$897
102	Contracts for Program Services	500731	\$295,041	\$15,000	\$310,041
Total Appropriation			\$340,065		\$362,363

EXPLANATION

The US Department of Defense, through its Office of Economic Adjustment (OEA), assists communities impacted by defense-related program and budgetary changes. Founded in 1961, OEA has helped communities in all 50 states and major United States territories develop comprehensive strategies to adjust to defense industry cutbacks, base closures, personnel and logistical realignments, and incompatibilities between military operations and local development. The grant program provides states with the resources to provide technical assistance for growth and diversification opportunities for manufacturers serving the defense sector.

Aerospace and defense constitutes two of New Hampshire's largest manufacturing sectors, both of which have experienced fluctuating sales and activity due to the previous recession, impacts from sequestration, and uncertainty in national defense spending levels and areas of focus. One solution to counter the uncertain fluctuation in military contracts available for New Hampshire companies while national defense spending levels slowly begin to grow and become more focused is to provide businesses with the information and resources necessary so that they can expand their market base both for the U.S. Department of Defense and globally. This is achieved through specialized assistance with the commercialization of products and ideas with military applications, access to key market research and business-to-business networking services for global geographic markets and products, and the resources for a Consortium Manager to direct the strategic growth of New Hampshire's nationally-recognized aerospace and defense export consortium. All of these strategies lead to entry and expansion opportunities in the global marketplace, and all of which are addressed in the grant's scope of work.

The New Hampshire Aerospace and Defense Export Consortium (NHADEC) was established in 2013 by the Office of International Commerce (OIC). In partnership with OIC, NHADEC focuses on fostering the most opportune global markets for its members through sales opportunities, collaborative efforts and global brand messaging and awareness. In just over five years, the consortium developed programs, technical assistance and expertise to support and expand global growth activities of its members. The programs have included regular training sessions on export compliance, domestic and international trade shows, presentations by global market experts and business-to-business matchmaking. The focus of OIC's and

NHADEC's efforts is on global capacity building for NH businesses-increasing sales by diversifying and building new markets. The grant will assist OIC and NHADEC in meeting this goal. Each activity in the grant will provide NH aerospace and defense businesses with vital tools and resources that will assist them to diversify their products, elevate their position in the global market, and ultimately, be less dependent on fluctuations in US defense spending levels. As a result, these businesses will become more sustainable and will contribute to the growth of NH's overall economy and technical innovation.

The following appropriations are being requested for Fiscal Year 2020:

Class	Description	Amount	Purpose
040	Indirect Costs	\$7,018	Amount budgeted by OEA to cover indirect cost rate (31.00%)
041	Audit fund setaside fee	\$280	Amount needed to cover State of New Hampshire audit setaside fee
102	Contracts for Program Svcs	\$15,000	Amount needed to cover contractual and other services as specified in the grant award

The following information is provided in accordance with the Budget Officer's instructional memorandum dated April 17, 1985.

1. **Does the transfer involve continuing programs or one-time projects?** This transfer involves the continuation of a program.
2. **Is this transfer required to maintain existing program level or will it increase the program level?** This transfer is required to maintain existing program levels and to allow the department to recoup indirect costs related to the federal funds
3. **Cite any requirements which make this program mandatory.** There are none.
4. **Identify the source of funds on all accounts listed on this transfer.** The source of funds is 100& federal funds
5. **Will there be an effect on revenue if this transfer is approved or disapproved?** Yes, if the transfer is not approved, the department will not be able to seek reimbursement for the indirect costs or the audit fund set aside cost.
6. **Are funds expected to lapse if this transfer is not approved?** If the transfer is not approved, the funds will not lapse.
7. **Are personnel services involved?** No.

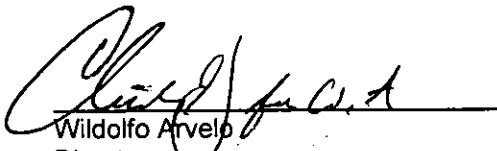
The following information is provided in accordance with the Comptroller's instructional memorandum dated September 21, 1981.

1. **List the personnel involved:** There are none


2. **Nature, need, and duration:** The grants funds will allow the department to continue to grow the OIC program. The OEA program period will be through December 31, 2020.
3. **Relationship to existing agency programs:** This grant funding will be used to continue to grow OIC programs.
4. **Has a similar program been requested of the legislature and denied?** No similar program has been requested or denied.
5. **Why wasn't funding included in the agency's budget request?** This project was not included in the Department's budget request because the funds were not available at the time the budget was crafted, nor were the funds expected to be available with any degree of certainty.
6. **Can portions of the grant funds be utilized?** No portion of these grant funds can be used for any other purpose.
7. **Estimate the funds required to continue this position:** There are none.

In the event that Federal Funds are no longer available, General Funds will not be requested to continue the support of this program.

Respectfully submitted,


Wildolfo Arvelo
Director

Concurred,


Taylor Caswell
Commissioner

State of New Hampshire
Department of Business and Economic Affairs

FISCAL SITUATION

**OEA Grant
03-22-22-220510-14550000**

Previous Grant Amount Remaining:	\$75,065
Budgeted Amount This Period:	\$265,000
Additional Grant Funds This Period:	\$22,298
Total Grant Award This Period:	\$287,298
Total Grant Award Available:	\$362,363

Office of Economic Adjustment

Department of Defense

Notice Of Award

1. FEDERAL AWARDING AGENCY

U.S. DEPARTMENT OF DEFENSE
OFFICE OF ECONOMIC ADJUSTMENT
2231 CRYSTAL DRIVE, SUITE 520
ARLINGTON, VA 22202

2. INSTRUMENT TYPE:

Grant Agreement

3. AWARD TYPE

Non-Construction

4. TYPE OF ACTION:

New Award

5. FEDERAL AWARD DATE:

2019-06-27

6. AWARDED TO:

State of New Hampshire
1 Eagle Square Suite 100
Concord NH
03301-4991

7. PRINCIPAL INVESTIGATOR

Nathaniel Nelson
International Trade Officer
172 Pembroke Road
Nathaniel.Nelson@dred.nh.gov

8. UNIQUE ENTITY IDENTIFIER:

787504158

9. OEA AWARD NUMBER:

ST1521-19-03

10. FEDERAL AWARD IDENTIFICATION NUMBER:

HQ00051910029

11. PROGRAM TYPE:

Industry Resilience

12. AMENDMENT NUMBER:**13. REGULATORY AUTHORITY:**

2 CFR 200

14. PERIOD OF PERFORMANCE:

08/01/2019 - 12/31/2020

15. STATUTORY AUTHORITY:

10. U.S. Code § 2391

16. CFDA NUMBER AND TITLE:

12.617 Economic Adjustment Assistance for State Governments

17. TITLE AND DESCRIPTION:

State of New Hampshire Industry Resilience Project

18. BUDGET SUMMARY

	FEDERAL	NON-FEDERAL	TOTAL APPROVED BUDGET
PREVIOUSLY OBLIGATED	\$0	\$0	\$0
OBLIGATED BY THIS ACTION	\$287,298	\$32,825	\$320,123
INDIRECT COST RATE IS: 31.00	\$7,018	\$0	\$7,018
TOTAL OBLIGATED ON AWARD	\$287,298	\$32,825	\$320,123
GRANT TOTAL	\$287,298	\$32,825	\$320,123

19. FEDERAL AGENCY POINTS-OF-CONTACT

GRANTS MANAGEMENT SPECIALIST	PROJECT MANAGER
Catherine Tiffner catherine.e.tiffner.civ@mail.mil (703) 697-2143	Margit Myers margit.a.myers.civ@mail.mil (703) 697-2119

20. TERMS AND CONDITIONS

The following terms and conditions are incorporated herein by reference with the same force and effect as if they were given in full text. Upon request the Federal awarding agency will make the full text available, or they can be found as described below.

The following documents may be found at:
<http://www.oea.gov/grants/grant-terms-and-conditions>.

National Policy Requirements
General OEA Terms and Conditions
Program-Specific Terms and Conditions

Special Conditions
The indirect cost rate of 31 percent of salaries, self-certified by Hilary Denancourt on June 3, 2019, for the period July 1, 2019, through June 30, 2020, is accepted for the term of this award.

21. AWARD PERFORMANCE GOALS

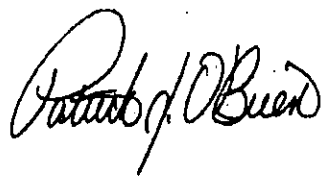
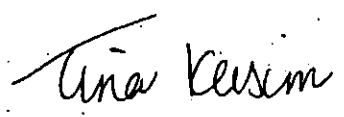
REPORTING TYPE	FREQUENCY	DUE DATE
Performance Report	Semi-Annual	2020-02-29
Performance Report	Semi-Annual	2020-08-31
Federal Financial Report	Semi-Annual	2021-03-31
Final Performance Report	Semi-Annual	2021-03-31

22. AFFIRMATION OF AWARD

By signing this agreement, the Authorized Representative assures that the recipient will carry out the project/program described in its application and will comply with the terms and conditions and other requirements of this award.

FOR THE RECIPIENT

FOR THE UNITED STATES OF AMERICA



Name TINA KASIM Date Signed 2019-06-28
Title Program Manager

Patrick O'Brien Date Signed
Award Official 2019-06-27

Key Personnel (All resumes must be PDF)

The key staffing positions involved in the management of this grant request for the New Hampshire Aerospace and Defense Export Consortium will include the New Hampshire Office of International Commerce (OIC) Program Manager and an OIC International Trade Officer.

Deliverables / Grant Deliverable List

The programs proposed under this grant narrative have deliverables and projected program accomplishments aimed at supporting different aspects of New Hampshire's defense-impacted business community located throughout the rural state. Primarily, programs under this grant will support further development of the NH Aerospace and Defense Export Consortium (NHADEC), which fosters the most opportune global markets for its membership.

Market Research Services

Type: Reports / Briefings

Description: Continuing on momentum from previous phases of OEA funding in market research, tailored market research services will assist NHADEC and New Hampshire defense-impacted businesses involved in defense and aerospace in achieving economies of scale as they research and find new markets and technologies within global defense and commercial markets. Market analysis reports and briefings will provide intelligence about highly-targeted markets and global industry trends, enabling NHADEC and New Hampshire companies to make informed decisions regarding market entry, technology innovations and industry requirements. These market research reports will guide NHADEC with pursuing global sales opportunities for its membership and continue the growth of the state's defense sector. These services will assist New Hampshire businesses with the diversification of opportunities and markets.

Technology Driven Market Intelligence (TDMI)

Type: Reports / Briefings

Description: A business growth model program and proven success in phase 2, TDMI is a structured program that provides a systematic approach to technology-focused market research. The custom analysis and reports produced by TDMI will provide no less than six participating companies with an in-depth evaluation of commercial and product diversification opportunities, enabling them to make informed decisions on transitioning into a new market/developing a new product and the anticipated return on investment. Emphasis will be placed on directing participants towards opportunities that will allow them to become more globally resilient and adaptive.

Goals related to the OEA mission**Selected Goals:**

- Business Development
- Business Attraction and Expansion
- Economic Diversification

The goal for the projects identified under this grant narrative is to continue the organization and support of New Hampshire's rural, defense-impacted community and to provide tools aimed at assisting the industry to make informed decisions about expanding and diversifying markets and products and to ensure that they are positioned to meet the market needs of the global defense industry now and in the future.

Project specific goals are:

Consortium Manager

Goal: Business Development, Business Attraction and Expansion

Consortium Manager will:

- Grow the rural, local and regional supply-chain
- Maintain current NHADEC membership levels, while attracting new members
- Build domestic and international partnerships and business leads
- Promote international and domestic markets for membership via NHADEC programming
- Increase NHADEC involvement with OEA-funded Regional Defense Collaborative efforts, especially the cyber-security-related programs
- Metrics will include assessing "Organize" (i.e., number of partner organizations committed to defense industry, relative strength of regional partnership, partner organizations, awareness of defense industry, new capabilities or expanded services) and "Implement Existing Businesses" (i.e., number companies receiving export assistance, increase in commercial sales)

Market Research Services

Goal: Business Development, Economic Diversification

- Increase of knowledge of current and emerging industry trends
- Identification of new markets and industries
- Metrics will include assessing "Organize" (i.e., awareness of defense industry, new capabilities or expanded services), "Analyze" (i.e., analysis of industries outside of defense), "Implement Existing Businesses" (i.e., number of companies going through assessment process, number companies receiving export assistance, number companies receiving technical assistance for commercialization, jobs retained/created, increase in commercial sales)

Technology Driven Market Intelligence (TDMI)

Goal: Business Development, Economic Diversification

- Provide TDMI services to not less than six defense-impacted businesses
- Metrics will include assessing "Organize" (i.e., awareness of defense industry), "Analyze" (i.e., analysis of industries outside of defense), "Implement Existing Businesses" (i.e., number of companies going through assessment process, number companies receiving export assistance,

number companies receiving technical assistance for commercialization, jobs retained/created, increase in commercial sales)

Grant Introduction/Background

Defense and aerospace industries are among the fastest growing sectors of New Hampshire's economy, vital to the state's economic health and workforce. Making up about 1.8 percent of the gross state product, the defense sector contributes to the state's economic success and spirit of innovation (Source: Defense Spending By State, FY2016). Home to about 350 defense and aerospace companies, employing at least 64,301 people with an average salary of \$91,337, New Hampshire, as a small, rural state, is dependent on, and committed to, the continued success of these sectors (Source: Emsi Analyst, 2018).

Companies in New Hampshire's defense-related industries range from prime contractors, such as BAE Systems and Elbit/Kollsman, to Tier 2, 3 and 4 companies. While companies like BAE Systems employ thousands, about 85 percent of the companies in New Hampshire have fewer than 50 employees. These companies will benefit the most from the types of programs covered in this grant request, as the programs will provide resources and knowledge necessary to diversify products and reach new customers. Programs under this grant request will assist in building the supply-chain both within New Hampshire and regionally, situating it to be more responsive to fluctuations in defense spending.

Historically, New Hampshire's defense and aerospace industries have been tied to national defense spending levels. The value of defense contracts in New Hampshire totaled \$1.7 billion in 2009. By 2015, sequestration significantly cut defense spending and New Hampshire's defense contracts dropped to \$1.2 billion where they have remained stagnant (Source: Defense Spending By State, FY2016).

The New Hampshire Aerospace and Defense Export Consortium was founded by OIC in 2013 in response to sequestration and the challenges facing these sectors. At five years, NHADEC's mission has broadened into both a sales and promotional consortium focused on the most opportune markets for its membership through collaboration and brand messaging. Its programming includes training on export compliance and international business best-practices; domestic and international trade show participation; presentations by global market experts; international partnerships; road shows with global defense primes; and business-to-business matchmaking. Efforts focus on organizing the local, rural defense supply-chain to be better positioned to meet global demands. As a result, members are growing and achieving success by forming partnerships; leveraging shared knowledge, efforts and resources; and unifying to seek grander sales opportunities. For its proactive efforts, NHADEC earned awards and the support of Governor Chris Sununu, the Congressional Delegation, and federal agencies, including the U.S. Commercial Service and Small Business Administration.

NHADEC is continuing to evolve and has made significant progress. It now proactively supports member businesses and the region via new programs aimed at growing not only the membership, but the organization's capacity. OEA funding via phases 1 and 2 demonstrated that the consortium's model and programming can be successful. However, NHADEC continues to need assistance as it matures into a

sustainable organization. It is expected that this final phase will be the catalyst needed to get NHADEC towards being fully sustainable.

Previous OEA grants were used to organize the local supply chain; develop NHADEC's website; and fund the consortium manager position, whose role is to implement programs, lead strategic planning efforts, and increase membership and promotion. Previous grants also supported market research, providing companies with specific data to make informed decisions. Phase 2 of funding generated a five-year strategic plan, which has positioned NHADEC to generate revenue, with the goal of becoming a self-sustaining organization. For example, through the strategic planning process, NHADEC started a sales pipeline effort for members. In short, phase 1 funding developed programs for companies affected by slowing economies, while phase 2 continued the momentum and organization of NHADEC. Funds now requested will be used to enhance the capacity of the state and its defense-impacted industries and communities to be more diverse, resilient, and innovative. Phase 3 will focus on sector growth and supply chain organization via the consortium manager and the technical assistance provided for businesses to learn about new global opportunities. In these efforts, NHADEC is proving to be a valuable tool in assisting defense and aerospace businesses with growth and innovation.

Now in its fifth year, NHADEC continues to gain recognition and positive support from the industry. As it matures, it will become a vital link in the New England supply chain, meeting the needs of its membership and the demands of customers. This grant application includes the outline of a program that steers NHADEC on its path toward sustainability via:

- Consortium Manager (at 50 percent FTE)
- Market Research
- Technology Driven Market Intelligence

This grant is vital in assisting the consortium, OIC, and its partners with the implementation of this plan for New Hampshire businesses. This new proposed grant will not duplicate, but will enhance and broaden the efforts of the New England states and the existing regionally focused, OEA-funded grant. Efforts in this request are focused on supporting NHADEC's sustainability and providing direct support to New Hampshire companies through globally-focused, market-driven analysis and consultation, whereas efforts for the regional effort focus on establishing a regional, non-export focused defense association, creating a trusted supplier network, and providing cyber security assistance. Programs under this grant request will help build the region's awareness of the defense industry and will ensure companies have the knowledge and technical know-how to increase resilience, maintain their comparative advantage and more effectively integrate into the regional defense supply-chain. OIC will utilize a distinct charging code to differentiate time spent on the two OEA-funded grant programs and will spend at least 5% of its time on the regional effort and 8% and 28% (OIC program manager and international trade officer, respectively) on efforts related to this grant request.

Need for Assistance

The State of New Hampshire does not have funding available to support the programs detailed under this final grant request. Funding in this request will assist New Hampshire's rural defense and aerospace community with fluctuating defense spending by providing programs aimed at ensuring NHADEC's path toward financial sustainability; increasing members' ability and capacity to expand globally; and providing actionable insight into the diversification and innovation of products and markets.

The impact of sequestration on defense spending and the recent global economic downturn present unique challenges to New Hampshire's defense and aerospace sectors. Many businesses sold directly to the US military and were unprepared to respond to the market downturn. A survey conducted by the New Hampshire Manufacturing Extension Partnership in 2014 found that many of the state's manufacturers identified DoD budget cuts as a major factor driving business decline. In response, NH OIC and the Division of Economic Development created NHADEC to foster the most opportune global markets for its members through collaborative efforts and global brand messaging.

Although the state and NHADEC have made great progress in meeting their prior goals, more can be done to grow New Hampshire's rural defense businesses. While there are many programs that would benefit NH's businesses, including programs aimed at helping businesses achieve new market insights and develop new innovative technologies, the state and NHADEC cannot financially support them.

OEA, under 10 U.S.C. 2391, Section 5, with a mission of supporting state and local governments to respond to major defense program changes, is the perfect partner to meet the state's and consortium's goals. As the State of New Hampshire does not have financial resources to support the continued evolution of the consortium and its programs, OEA's funding has been, and will continue to be, vital to the growth of the state's defense and aerospace supply-chain. Phase 1 funding built the capacity of the consortium members and supply-chain to meet the demands of the global markets. Phase 2 funding continued the momentum and maturation of NHADEC. Phase 3 is designed to continue the organization of the local supply-chain through the efforts of the consortium manager and to provide businesses with the tools necessary to make informed decisions about global markets and evolving defense-related mission requirements.

As with phases 1 and 2, this grant request spans multiple programs to be overseen by the NH Division of Economic Development, Office of International Commerce, and implemented in coordination with NHADEC.

Grant Abstract

New Hampshire is committed to the success of its over 350 defense and aerospace companies. These companies deliver innovative technology used in components for defense and commercial applications but continue to feel the effects of uncertain markets and fluctuating defense spending. The New Hampshire Department of Business and Economic Affairs via the New Hampshire Aerospace and Defense Export Consortium (NHADEC) uses OEA funding to support the regional defense supply-chain ensuring it is organized and innovative, thereby situated to respond to global, defense-related market demands. OEA-funded programs will strengthen the defense and aerospace supply-chain across New

Hampshire and the Northeast and aid in its ability to be innovative and diversify and grow operations, products, and markets.

With OEA funding, New Hampshire will continue to implement successful programs that provide tools and resources for defense-focused businesses, which will diversify technology and markets, reach new customers, and convey defense-related market trends and technical requirements. Specifically, funding will be used for:

- Hiring a consortium manager to develop and implement short and long-term strategies and programs aimed at building, strengthening, sustaining and diversifying New Hampshire's defense sector in global markets;
- Customized market research focusing on the niche specialties of the state's defense and aerospace businesses and providing insight on key market and technology trends; and
- Technology driven market intelligence and services that will assist defense companies with understanding target markets for products and return on investment for pursuing new markets and new product development.

Results or Benefits Expected

This grant will assist New Hampshire's response to fluctuations in defense spending through programs encouraging defense and aerospace businesses to increase their capacity to diversify products, expand globally, and continue their organic collaboration and partnerships via NHADEC. Open to all New Hampshire and regional defense and aerospace companies, NHADEC's mission is to provide programs to spur market growth and brand recognition. As a membership-driven organization, the programs and projects in this proposal were identified by members as being essential for continued growth. As businesses within a rural-designated state, New Hampshire's manufacturers have identified development of new product lines, and growth in, and demand from, global defense markets as key factors in future expansion. Programs outlined in this proposal bolster the ability of rural businesses in New Hampshire to be more competitive.

Phases 1 and 2 produced impressive results for consortium members, including the continuity provided by the paid consortium manager, who increased the consortium's domestic and international reach. Under the manager's direction, NHADEC membership expanded to include regional and national businesses; strategic international partnerships were explored and secured; and organization of the 4th annual NH Aerospace and Defense Conference, which included business-to-business matchmaking, earned extensive media coverage and generated enthusiasm among members and the region. During phase 2, the consortium manager began implementing a sales pipeline for NHADEC members, which was a key component of NHADEC's five-year strategic plan. The consortium manager was integral in organizing NHADEC's first industry-specific subcommittee which is focused on technical advancement for unmanned systems. To continue the forward-thinking, proactive strategies that are the hallmark of NHADEC, sustained funding for this position under Phase 3 is essential. Significant progress achieved during previous phases has allowed NHADEC to grow into becoming a sustainable, non-profit

organization. To validate this growth, Phase 3 funds requested for the consortium manager will be at 50 percent FTE, with NHADEC providing the balance.

A goal of NHADEC is to identify opportune markets for its membership. Critical to this are research, analysis, and the tools needed to meet the technical requirements of defense programs and to expand globally. Phase 1 funding invested in training programs for defense businesses that highlighted issues and challenges in the global market, as well as technology commercialization best practices. One participant in phase 1 attributed their continued operations to the knowledge gained and, eventually, implemented because of the commercialization training. Phase 2 funding continued the progress in Phase 1 through the Technology Driven Market Intelligence (TDMI) program. This program provided 4 defense-impacted companies with focused market intelligence and strategic planning insight for product expansion in domestic and foreign markets, thereby positioning businesses for entry into these markets. During this successful TDMI program, participating companies were also provided with an in-depth evaluation of commercial and product diversification opportunities, so businesses could make informed decisions about new product lines, potential partnerships, joint ventures, and new markets. Phase 2 participants achieved positive results. For example, one company received market insights that steered them away from making investments in a market that would have seen negative results. Instead, the company increased market share in 'legacy' markets. Per the company, "the TDMI project greatly increased...understanding of the potential markets...targeted...[and] will drive them to allocate their limited market development resources om (sic) other areas." In another instance, a company was provided with the market opportunities, as well as costs and barriers for entry, for a growing technological area. The goal of Phase 3 is to expand TDMI training in the sector to ensure that NH's defense industry is keeping its competitive advantage and remaining resilient to changing demands in markets and technology.

Phase 3 will continue to provide market intelligence to consortium members and New Hampshire's defense and aerospace supply chain. In Phases 1 and 2, this program made NHADEC more attractive for members and was widely used by members to seek/validate new market and technology investment insight. For example, one user commented that the market research, "...helped us make better informed decisions about where to focus company resources." Another user commented that the data aided them in understanding the "likely investment in major sub-markets." Performance data gathered from Phase 2's market research service saw over 90 registered users of the research, logging approximately 1,500 minutes of research. Though the structure of the market research services will be modified, the goal is to provide comprehensive consulting research services that can provide actionable insights for both markets and technology platforms.

Previous funding fueled significant progress. NHADEC and its membership have expanded their reputation and influence beyond New Hampshire and now have a regional presence. This growth is quickly gaining traction and puts NHADEC on track to becoming fully sustainable. Members report success with global market expansion and the development of innovative technologies that have helped the region's supply-chain meet global market demands. Businesses are now able to align with the regional supply-chain and sharpen the industry's competitive advantage. Since launching in 2013,

NHADEC has been a driving force for businesses with the capacity for international growth and engagement of the regional supply chain.

Phase 3 is essential to continue this momentum, which directly benefits companies that are part of one of the state's key industries. Additionally, Phase 3 is designed to ensure that businesses are able to address increased, global technological and market demand. The programs outlined in this grant request will benefit the defense sector by identifying, organizing, and maturing the local supply-chain, especially through assistance in technology innovation and market/technical platform insights and expansion. Through NHADEC, the state's defense companies will continue to have resources that will aid in collaboration and provide for the creation of new partnerships, which, ultimately, result in a leaner, more innovative, regional supply-chain. Members will also be provided with the tools and information necessary to evolve their products and engage in new projects/markets. Through market research, NHADEC and its membership will be responsive to key defense initiatives. Accordingly, the local defense and aerospace industries will be equipped to continue to grow and maintain their competitive advantage.

Success of the grant programs will be measured utilizing the most recent program evaluation recommended metrics. Refer to goals section for more details.

Approach and Timeline

This grant request spans multiple programs to be overseen by the NH Office of International Commerce and implemented in coordination with the NH Aerospace and Defense Export Consortium manager and its board of directors to ensure efficient, effective and timely delivery. The Office of International Commerce will be responsible for distribution of all grant funds; coordination between all parties; oversight for all contracting-related issues; conducting quality assurance; and development of performance reports.

The following are estimated timelines for grant programs:

- Consortium Manager
 - December 2018: Initiate state procurement process, noting pending grant award
 - January 2019: Issue contract award, noting pending grant award
 - July - August 2019: New Hampshire Fiscal Committee and Governor and Executive Council estimated grant approval
 - September 2019 – August 2020: Retain and work with Consortium Manager for duration of contract
 - September – October 2020: Project finalization and closeout
- Aerospace and Defense Market Research
 - June 2019: Initiate state procurement process, noting pending grant award
 - July 2019: Issue contract award, noting pending grant award
 - July - August 2019: New Hampshire Fiscal Committee and Governor and Executive Council estimated grant approval
 - September 2019 – August 2020: Retain and work with market research vendor

- September – October 2020: Project finalization and closeout
- Technology Driven Market Intelligence
 - December 2018: Initiate state procurement process, noting pending grant award
 - January 2019: Issue contract award, noting pending grant award
 - July - August 2019: New Hampshire Fiscal Committee and Governor and Executive Council estimated grant approval
 - September 2019 – August 2020: Program Implementation
 - September – October 2020: Project finalization and closeout

Scope of Work/Work Program

The following programs will have an associated Scope of Work:

- Consortium Manager (50% FTE)
 - Assist NHADEC in supporting the growth and development of the local and regional aerospace and defense supply-chain.
 - Grow the consortium's reach and influence by maintaining current members, attracting new members and developing domestic and international partnerships and business leads.
 - Coordinate and collaborate with the OIC team and NHADEC Board of Directors in the management, direction, and implementation of NHADEC programs.
 - Plan for and direct the facilitation of regular membership and board meetings, as well as, consortium-related updates via various forms of communication (e.g., newsletter/email) for consortium members.
 - Attend regular membership and board meetings, and NHADEC-related events.
 - 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 aimed to enhance and promote the global market capacity of New Hampshire's aerospace and defense industries.
 - Coordinate with OIC on global brand building of New Hampshire's aerospace and defense industry, NHADEC, and its membership.
 - Lead program development and implementation of OIC's and NHADEC's ongoing mission to engage with regional and international partners.
 - Coordinate and mature NHADEC's partnerships with regional and international aerospace and defense clusters and Primes/OEMS.
 - Contribute to the development and implementation of a global market development training and best practices program for NH's aerospace and defense sectors.
 - 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.

- Coordinate NHADEC involvement with OEA-funded Regional Defense Collaborative efforts
- Direct programming, coordination of logistics, recruitment of companies, and development of follow-up plans, as appropriate, for NHADEC events, including its annual summit.
- Assist in the counsel of consortium members on global business development best practices and cultural considerations.
- Direct administrative support for NHADEC and its Board of Directors.
- Prepare reports, as determined by OIC and NHADEC, to document work achieved towards the execution and delivery of tasks.
- Provide personnel, as needed, with necessary skills and expertise to accomplish their assigned functions and ensure performance is maintained at an acceptable level.
- In-state and out-of-state travel, on behalf of NHADEC and/or OIC, to events necessary for effecting the manager's responsibilities.

- Market Research

- This project will identify and evaluate aerospace- and defense-related market and technology opportunities and trends that would impact NHADEC, its membership and industry subcommittees. The role of the contractor is to drive the research and analysis of markets and technologies to be pursued by NHADEC and its membership.

This data-driven project will yield multiple, in-depth market research reports that will be impactful for a wide range of defense-related businesses. These reports will be in the form of at least 10 custom market reports (e.g., future of NATO spending, impact of Brexit on US defense industry), an in-person global defense market seminar, and a detailed, market segment study focused on military satellite and space activities. The research will provide valuable global insights for both broad audiences, and in some cases, industry-specific audiences. As NHADEC membership represents a variety of aerospace and defense-related business across the supply-chain, with varying technologies and market interests, the contractor should have access to a global network of databases, resources, and experts. The contractor should have the resources and expertise available to understand the nuances of NHADEC's member companies and their innovative solutions so as to inform the development of market research reports.

The research will identify and explore appropriate markets for further pursuit by NHADEC and its membership. Additionally, the research will identify and explore key aerospace- and defense-related technology trends, especially those considered disruptive. In-depth detail will be necessary to support all insights and recommendations.

- Technology Driven Market Intelligence (TDMI)

- Utilize a quantitative and qualitative approach to identify and select no less than six defense-dependent New Hampshire businesses to participate in project

- Every effort will be made to provide assistance to those firms most significantly impacted by and dependent on the DoD. These efforts will employ selection criteria (e.g., reinvestment potential, defense-related revenue, etc.) as well as the best available information regarding firms that are defense impacted and dependent. Efforts will be made to prioritize defense-related impacts/dependence over all other subjective criteria. For purposes of this proposal, a qualified defense-dependent and impacted firm is defined as a business who is deriving a minimum of 20% of its business revenue from DoD contracts or as a subcontractor. Priority consideration will be given to the most defense-impacted.
- Coordinate with selected businesses through all stages of project
- Quantitatively and qualitatively assess the current state of participating businesses (its people, products, and processes)
- Quantitatively and qualitatively assess participating businesses' technologies and potential for commercialization/diversification
- Identify, profile, and characterize markets, trends, value chains, competition, and companies of most interest to participating companies
- Assist in establishing commercialization/diversification and market entry strategies
- Communicate with companies involved on a regular and scheduled basis
- Collaborate with industry subject matter experts, as required

Please attach any additional supporting documents (PDF Only)

- 1) Attachment A: Key Staffing Job Descriptions and Staff Resumes**
- 2) Attachment B: Timeline**

Attachment A: Key Staffing Job Descriptions and Staff Resumes

SUPPLEMENTAL JOB DESCRIPTION

Classification: Industrial Agent-At-large Function Code: 5155-035

In-House Title: International Commerce Specialist Date Established: 3/31/92

Position Number: 40776 Date of Last Amendment: 6/28/11

Employee: Tina Kasim Supervisor: Christopher Way

SCOPE OF WORK: To develop programs and services in the Office of International Trade, Division of Economic Development, under the direct supervision of the Director of the Office of Economic Development, for promoting international growth by furthering the expansion of existing industries, and assisting New Hampshire businesses to sell their products and services to international markets.

ACCOUNTABILITIES:

Establishes external working relationships and networks with international contacts of various business and trade organizations. Manages and develops a wide variety of international commerce programs through coordination with other state and federal agencies and public and private organizations.

Operates as the Department of Resource and Economic Development primary point of contact for International Trade services. Supports and advises the Governor and staff and the legislature on foreign relations, policies and protocols.

Initiates company visits statewide and recommends and coordinates, as appropriate, resources to assist the client's needs related to selling products and services to international markets. Maintains a database of resource partners and products for utilization and client follow-up.

Coordinates the delivery of International Trade Services with the service provider network for clients with identified needs. Responsible for follow-up and maintaining a long term relationship with each client.

Plans and implements development strategies and market analyses to achieve increased business and diversification of International Services. Assists with analyzing and interpreting international economic data and trends and business activity indicators to help determine the best potential for increasing export sales.

Works closely and in confidence with the BRC Business Development Managers and in-state and out-of-state industrial prospects including foreign prospects, in satisfying their plans.

Initiates discussions / visits with community leaders statewide to understand international economic development issues, and to provide trade and export assistance as needed.

Develops competency with utilization of various database systems within the Division and maintains current records of all activities. Provides client updates and routine reports as required. Develops and maintains current information on International Trade.

Organizes, leads and facilitates participation in foreign countries to assist New Hampshire businesses to sell their products and services abroad.

Prepares for and presents to various audiences as required. Actively participates in various meetings, trade shows, events and roundtables as required. Participates in early morning and evening events as required in support of International Trade.

Completes special projects as assigned.

MINIMUM QUALIFICATIONS:

See class specification for appropriate minimum qualifications.

LICENSE / CERTIFICATION: Eligibility for New Hampshire driver's license.

SPECIAL REQUIREMENTS: Must have good time management skills and be willing to travel daily. Must have a current Passport and be willing to travel abroad. Must have good written and oral communication skills. Fluency in Spanish, French or other universal foreign language required.

RECOMMENDED WORK TRAITS: Extensive knowledge of international business and trade and international marketing and pricing. Considerable knowledge of New England business conditions, economy and cultural characteristics. Familiarity with international service provider organizations in the northeastern United States. Ability to affectively discuss international business problems with top management executives. Ability to lecture before business groups. Ability to establish and maintain effective relationships with other employees, industrial executives, municipal officials and the general public. Must be willing to maintain appearance appropriate to assigned duties and responsibilities as determined by the agency appointing authority.

DISCLAIMER STATEMENT: The supplemental job description lists the essential functions of the position and is not intended to include every job duty and responsibility specific to the position. An employee may be required to perform other related duties not listed on the supplemental job description provided that such duties are characteristic of that classification.

SIGNATURES:

We have reviewed and discussed the content of the above job description, and certify that it is an accurate reflection of this position's duties.

Tina Kasim
Employee Name

Employee's Signature

Date Reviewed

Supervisor's Name and Title: Christopher Way Administrator IV, #11492

Supervisor's Signature

Date Reviewed

Supervisor's Signature

Date Reviewed

Tina Kasim

Nationality: American/Jordanian – Dual Citizen
Languages: English and Arabic

Address:
65 Garvins Falls Road, Concord NH 03301
T: 571-814-0150
E: kasim.tina@gmail.com
Linkedin: www.linkedin.com/in/tinakasim/
Skype: tina.kasim

MARKETING, COMMUNICATIONS & PUBLIC AFFAIRS

Development and management of programs, marketing and communication strategies.

A program manager with more than ten years of international experience in program development, strategic planning, implementation, marketing and communications. Possesses in depth knowledge of international program management, grant management, marketing and communication strategy development, implementation, management, as well as monitoring and evaluation of administered strategies. Proven record in developing partnerships with government and private sector organizations. Experience in managing, supervising, coordinating, advising, training, linking and communicating on effective tactics at firm and project levels.

Possesses considerable international experience with USAID and EU funded projects, regulations and policies.

AREAS OF EXPERTISE

• International program and project management • Grant management • Strategic planning • Public information/awareness campaigns • Media relations • Information dissemination • Political awareness • Public relations • Diversity and consulting • Research and training • Computer literacy • Editing and publications development • Resource management

PROFESSIONAL DEVELOPMENT

2002: MBA Graduate Certificate
Organizational Communications,
Plymouth State University, Plymouth, New Hampshire, U.S.

1999: Bachelor of Science
Geography, Concentration in Tourism Development
Minor in Communications
Plymouth State University, Plymouth, New Hampshire, U.S.

PROFESSIONAL EXPERIENCE

January 2012-Present- International Program Manager, New Hampshire Office of International Commerce, Department of Resources and Economic Development - Concord, New Hampshire

March 2011 – December 2011 Program Operations Manager, MENA - Nonproliferation Program, CRDF Global – Arlington, Virginia

May 2009-March 2011: Co-founder and Managing Partner- Al-Sharah, LLC - Marketing and Communications- Amman, Jordan

Consultancies

- Present: Member of the Jordan Green Building Council Outreach Committee (volunteering services)
- August 2010 - October 2010: Arab Youth Media Forum - Amman, Jordan.
- December 2009- February 2010: Save the Children - Naseej Program Amman, Jordan.
- October 2009 - February 2010: USAID Jordan Health Systems Strengthening (HSS). Abt associates Amman, Jordan.
- March-June 2009: Jordan Europe Business Association (JEBA) Amman, Jordan

Full-Time Employment

October 2008 - October 2009: Deputy Country Director, Iraq Program, Centre for International Private Enterprise (CIPE) - Amman, Jordan

November 2006 - October 2008: Communications and Marketing Specialist, USAID Jordan Economic Development Program (SABEQ) BearingPoint (formerly), Inc./USAID - Amman, Jordan

August 2005 - November 2006: Communications and Training Specialist, Achievement of Market-Friendly Initiatives and Results Program (AMIR) Chemonics/USAID - Amman, Jordan

March 2004 - July 2005: Supervisor, Foreign National Office, New Hampshire Department of Safety, Division of Motor Vehicles - Concord, New Hampshire

February 2002 - March 2004: Marketing Assistant, New Hampshire Department of Resources and Economic Development, New Hampshire Division of Travel and Tourism Development - Concord, New Hampshire

December 1999 - February 2002: Publications Specialist, New Hampshire Department of Resources and Economic Development, New Hampshire Division of Travel and Tourism Development - Concord, New Hampshire

REFERENCES

- Lori Hamois, Director - New Hampshire Division of Travel and Tourism Development - Email: lori.hamois@red.state.nh.us - Phone: 603-271-2665
- Dr. Mark Okrant, Faculty Fellow - Plymouth State University - Email: mokrant@plymouth.edu - Phone: 603-535-2364
- Virginia C. Beecher, Former Director - New Hampshire Division of Motor Vehicles - Email: ginib5@hotmail.com
- Geoff Wright, Manager - Emerging Markets Group of the Federal Practice of Deloitte US Consulting - Email: gewright@deloitte.com - Phone: 202-431-1708

SUPPLEMENTAL JOB DESCRIPTION

Classification: Program Specialist IV Function Code: 7126-035

In-House Title International Trade Officer Date Established: 5/2/03

Position Number: 42047 Date of Last Amendment: 4-10-14

Employee: _____ Supervisor: Tina Kasim

SCOPE OF WORK: To develop and coordinate and evaluate a statewide international trade program to provide market research for clients seeking information regarding international marketing potential and opportunities, and secondarily, to assist the Division of Economic Development in providing international trade counseling for its business clients resulting in increased exports for NH businesses.

ACCOUNTABILITIES:

Responsible for developing, researching and coordinating market research for New Hampshire businesses seeking information about international markets and sales potential.

Gathers, analyzes and maintains statistical data, private sector and public sector market information and other data related to international trade, finance and risk assessment, to assure maximum benefit to the State.

Coordinates the assistance of new-to-export businesses via the New Hampshire International Trade Resource Network. This includes coordinating with partners in the network regarding market research, business plan development, and financing options.

Coordinates activities of the New Hampshire Aerospace and Defense Export Consortium.

Prepares, reviews and administers related grants and contracts.

Develops and coordinates programs and resources at the local, state, federal and international level aimed at developing, sustaining and enhancing development and export finance programs.

Coordinates and represents partnership programs and resources which include, but are not limited to, the Export-Import Bank of the United States' City-State Program and the U.S. Small Business Administration's Export Working Capital Program and Export Express Program.

Prepares, reviews and administers related grants and contracts.

Works closely with NH companies, private sector groups, non-profit organizations, NH Congressional Delegation, local, state, and federal agencies, the media, etc. to maintain on-going network of communication and ensure maximum impact of program objectives within the Division's communication policies.

Develops and implements other trade finance assistance, regarding letters of credit, foreign exchange, bills of exchange, factoring, forfeiting, etc. to the NH business community.

Prepares program status reports, recommendations, and other informational reports for administrative use.

MINIMUM QUALIFICATIONS:

Education: Master's degree from a recognized college or university with major study in international business, trade, economics, finance, or government. Each additional year of approved formal education may be substituted for one year of required work experience.

5

Experience: Four years' professional experience in the field of business, international trade, economic development, or finance, with responsibilities in program research, planning, monitoring, and evaluation. client services.

11
9

OR

Education: Bachelor's degree from a recognized college or university with major study in international business, trade, economics finance, or government.

4

Experience: Five years' professional experience in the field of business, international trade, economic development, or finance, with responsibilities in program research, planning, monitoring, and evaluation. client services. Each additional year of approved work experience may be substituted for one year of required formal education.

5
9

SPECIAL REQUIREMENTS: For appointment consideration, Program Specialist IV applicants must successfully participate in a structured interview measuring possession of knowledge, skills and abilities identified as necessary for satisfactory job performance by this class specification.

DISCLAIMER STATEMENT: The supplemental job description lists the essential functions of the position and is not intended to include every job duty and responsibility specific to the position. An employee may be required to perform other related duties not listed on the supplemental job description provided that such duties are characteristic of that classification.

SIGNATURES:

We have reviewed and discussed the content of the above job description, and certify that it is an accurate reflection of this position's duties.

Employee's Signature

Date Reviewed

Supervisor's Name and Title: Tina Kasim, Industrial Agent at Large #40776

The above job description accurately measures this employee's job duties.

Supervisor's Signature

Date Reviewed

Human Resources Representative

Date Approved

Jennifer J. Ellenfeld JB

Division of Personnel

4-10-14

Date Approved

Nathaniel C. Nelson

Cell: 401-595-9721

Email: Nelson.Nathaniel@gmail.com

LinkedIn: www.linkedin.com/in/nathanielnelson

EXECUTIVE SUMMARY

Awarded professional with 10 years of success with senior-level clients across the U.S. Federal Government (Department of Defense (DoD) and Intelligence Community (IC)), state government, private sector, and international community. Successfully led and managed multiple team projects and initiatives all delivered on-time, on-budget, and acknowledged to be of superior quality. Recognized for advanced client-interaction, communication skills, and leadership qualities. Conducted academic research and obtained advanced degree in political science with focus on international relations. Previously obtained and held TS/SCI with full-scope polygraph security clearance for over 5 years.

PROFESSIONAL EXPERIENCE

Adjunct Professor, Rivier University, Division of Homeland and International Security, 2015 – Present

Taught sections of "U.S. Homeland Security" course, which included an overview of the key actors and participants, policies, topics and academic research pertaining to the field of homeland security. Key achievements include:

- Creating course content and coordinating with Department Chair to ensure it meets university guidelines.
- Mentoring students on ways to achieve academic & professional success.
- Received positive marks on Dean's course audit and student evaluations.
- Serve on the Homeland & International Security Program Advisory Board.

International Trade Officer, State of New Hampshire, Office of International Commerce, 2014 – Present

Promote international economic growth through the coordination, implementation, and evaluation of a statewide international trade program. Efforts include developing communication materials; engaging in strategic planning, program development and program management; and counseling local businesses on export regulations, policies, and best practices. Key achievements include:

Leadership

- Led development, obtainment, and implementation of \$275,000 Department of Defense grant to support the New Hampshire Aerospace and Defense Export Consortium (NHADEC), including drafting of associated contract materials, program statements of work and program implementation plans.
- Managing office undergraduate internship program.

Program Management

- Oversee and coordinate implementation of 8 grant-related programs and contracts for the NHADEC, which are building the overall capacity of the consortium and its members.
- Coordinate activities with New Hampshire Congressional Delegation.
- Development of metrics and analysis to assist with the assessment of office programs and initiatives.

Communications

- Served on multiple panels as both a moderator and panelist.
- Author postings on statewide economic development blog site and manage social media for the NHADEC.
- Provide consultation to New Hampshire businesses on best practices and policy regarding exporting of goods.

Research and Analysis

- Conduct market research for New Hampshire businesses seeking to increase awareness about foreign markets.

Associate (Management Consultant), Booz Allen Hamilton, 2009 – 2014 (Multiple Federal Government Client Engagements)

Supported DoD and IC executive-level clients with major communication, strategic planning, program development and management, and research and analysis initiatives. Key achievements include:

Leadership

- Led team of multiple skill sets in development of research project that assessed aspects of client's international research and development (R&D) program. Project deliverables included an outline and analysis of program capabilities, as well as recommendations for how to increase awareness and effectiveness of program through development of new strategy and vision, and appropriate program initiatives and metrics.

Communications

- Wrote 10-page project management plan and 6-page project research plan, based on analytical research and interviews with domestic and international scientists, which identified project objectives, roles, authorities, and milestones. Project plans now used as baseline for international collaborative research projects.

Nathaniel C. Nelson

Cell: 401-595-9721

Email: Nelson.Nathaniel@gmail.com

LinkedIn: www.linkedin.com/in/nathanielnelson

- Frequently met with international partners to engage in technical exchange sessions regarding international R&D program achievements and to determine strategies for advancing program. Strategic documents and recommendations often shared with international community.
- Authored 25-page strategic planning document that identified key Intelligence Community Directive (ICD) policies impacting client, assessed client's overall implementation of these policies, and communicated strategic recommendations that the client was then able to use to increase policy compliance.

Program Management

- Directed operations of R&D subcommittee by executing all aspects of 3 separate bimonthly subcommittee meetings; authoring and editing key subcommittee documents, policies, and communications; and collaborating with others to increase average meeting attendance by 133%.
- Developed multiple MS-Access based and MS-Excel based tools that allowed client to more easily organize, retrieve, analyze, and report to senior officials on programmatic items and performance metrics.

Research and Analysis

- Assisted with the development, implementation, and analysis of government policy pertaining to international programs.
- Communicated recommendations to client on ways to align future strategic efforts with current policies, directives, and initiatives based on research and analysis from review of defense and intelligence policies and stakeholder interviews.

Program Analyst, Information Security Oversight Office (ISOO), 2008 – 2009

Served as liaison to senior Department of Defense (DoD) officials and provided program analysis guidance on DoD agencies' classified national security information programs. Key achievements include:

Program Management

- Managed ISOO's day-to-day National Industrial Security Program (NISP) and NISP Policy Advisory Committee (NISPPAC) responsibilities and brought program into Federal Advisory Committee Act compliance by amending operations and internal policies. Executed 2 executive-level meetings of the NISPPAC.
- Led audit of a DoD agency's security education program and successfully advocated for an increased training budget and centralized ability to track personnel training progress across the installation.

Leadership

- Served as Assistant Sensitive Compartmented Information Facilities (SCIF) Manager. Authored and presented mandatory security briefings and training sessions.
- Recipient of Information Security Oversight Office Golden Coin Award.

Communications

- Wrote key portions of ISOO's 2008 Annual Report to the President of the United States that summarized key analytical trends on government-wide national security information classification practices.
- Authored in-depth reports that provided key recommendations regarding the declassification of agency records based on research and analysis of open-source material.

Financial Assistant, University of Connecticut, Office of the Bursar, 2007—2008

Managed third party billing operations; analyzed student financial accounts; and managed Bursar's work-study program, overseeing performance of 2 student employees.

Teaching Assistant, University of Connecticut Political Science Department, 2007

Led weekly discussion section for 25 students enrolled in "Introduction to International Relations" course that would summarize and review classroom lectures.

- Created weekly lesson plans, graded exams and weekly journal entries, and provided academic advice to students
- Received positive student evaluations and feedback
- Provided tutoring and mentoring assistance to students considered "At-Risk."

Research Assistant, United States Naval War College, 2005

Conducted analytical research on issues pertaining to United States military strategy for combating terrorism.

EDUCATION

- Master of Arts, Political Science/International Relations, University of Connecticut (3.6 GPA), 2007
- Bachelor of Arts (Magna Cum Laude), Political Science, University of Rhode Island (3.68 GPA), 2005

AFFILIATIONS

- Board Member, Homeland & International Security Program Advisory Board, Rivier University.

Attachment B: Program Design and Timeline

