



Manufacturing Corps (M-Corps)  
Program Opportunity Notice (PON) 5209  
Up to **\$3,750,000 Available**

*NYSERDA reserves the right to extend and/or add funding to the Solicitation should other program funding sources become available.*

Proposals Due: January 4, 2023, by 3:00 p.m. Eastern Time\*

**Program Summary:** Since 2018, The New York State Energy Research and Development Authority (NYSERDA) has supported the Manufacturing Corps (M-Corps) Program. This program has supported more than 50 companies that have raised more than \$400M in capital and earned more than \$30M in revenue over the last 4 years. Scalable hardware startup companies are the engines of technology commercialization, job creation, and economic growth. In many cases, these promising companies struggle to traverse the many challenges of manufacturing to bring physical products to market. This NYSERDA program focuses on overcoming the challenges of product manufacturing for climate technology (climatetech) startup companies so as to advance the State’s climate goals, bring jobs to the State, and bolster New York’s manufacturing industry. Evolving the nature of cleantech startup companies’ engagements with manufacturers and other supply chain partners increases the likelihood that the startups will successfully scale.

Through this solicitation, NYSERDA intends to select a Program Administrator that will offer services to climatetech startups and supply chain partners to enable them to achieve key manufacturing milestones, accelerate the time it takes to move from prototype to commercial product, and facilitate connections and agreements between manufacturers and innovative climatetech companies. Up to \$3,750,000 of NYSERDA funding is available through this Program. This funding is intended to cover approximately three years of program operation. While subcontracting is allowed, there will be one awardee awarded under this PON. Future M-Corps funding may be available.

**Proposal Submission:** Online submission is preferable. Proposers may submit Word, Excel, or PDF files (file formats include csv, doc, docx, gif, jpeg, jpg, pdf, png, ppt, pptx, pps, ppsx, tif, txt, xls, xlsx, and zip). Individual files should be 100MB or less in file size. Proposal PDFs should be searchable and should be created by direct conversion from MS Word, or other conversion utility. Files should not be scanned. For ease of identification, all electronic files must be named using the proposer’s entity name in the title of the document. NYSERDA will also accept proposals by mail or hand-delivery if online submission is not possible. For detailed instructions on how to submit a proposal (online or paper submission), click the link “[Application Instructions and Portal Training Guide](#) [PDF]” located in the “Current Opportunities” section of

NYSERDA's website (<https://www.nyserda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx>).

No communication intended to influence this procurement is permitted except by contacting Jake Berlin (Designated Contact) at (518) 862-1090, ext. 3307 or Michael Shimazu (Designated Contact) at (518) 862-1090, ext. 3478, or by e-mail at [manufacturing.corps@nyserda.ny.gov](mailto:manufacturing.corps@nyserda.ny.gov). If you have contractual questions concerning this solicitation, contact Venice Forbes (Designated Contact) at (518) 862-1090, ext. 3507 or [venicesolicitations@nyserda.ny.gov](mailto:venicesolicitations@nyserda.ny.gov). Contacting anyone other than the Designated Contacts (either directly by the proposer or indirectly through a lobbyist or other person acting on the proposer's behalf) in an attempt to influence the procurement: (1) may result in a proposer being deemed a non-responsible offerer, and (2) may result in the proposer not being awarded a contract.

**\* All proposals must be received by 3 p.m. Eastern Time on the date noted above. Late, faxed, or emailed proposals will not be accepted.** Incomplete proposals may be subject to disqualification. It is the proposer's responsibility to ensure that all pages have been included in the proposal. Please note for online submission, there are required questions that you will have to answer in addition to uploading attachments and you should allot at least 60 minutes to enter/submit proposals. The online proposal system closes promptly at 3 p.m. Eastern Time, files in process or attempted edits or submission after 3 p.m. Eastern Time on the date above, will not be accepted. If changes are made to this solicitation, notification will be posted on the "Current Opportunities" section of NYSERDA's website (<https://www.nyserda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx>).

## **Introduction and Program Summary**

Many startup companies commercializing climate technologies face a difficult path to market because of the capital intensity and long lead times associated with the initial manufacturing of products. There is often a lack of understanding among startups of how or where their products can be made or if their products can be made profitably at scale. Furthermore, when startup companies lack strong manufacturing strategies, they often struggle to secure private investment or strategic corporate partnerships. Hardware startup companies typically experience cash flow squeezes when undertaking manufacturing. At the same time, manufacturers can be hesitant to work with startup companies because startups are often not prepared with critical deliverables like technical drawings designed for manufacturing at scale or the appropriate cash flow to fund production. This represents a significant risk for manufacturers and supply chain partners. In addition, manufacturers often do not understand the specific needs of startups and are underprepared to identify and leverage best practices for working with them.

These challenges converge to create circumstances that are difficult for startup companies to overcome. Knowledge and resource gaps can result in startup companies stalling or outright failing. NYSERDA has done extensive customer discovery and research at the intersection of hardware startup companies, manufacturers, and investors that has informed the design of this program. NYSERDA's Technology to Market programs aim to support companies – and through them, their technologies and solutions – that will help New York State reach the targets laid out in the 2019 Climate Leadership and Community Protection Act (CLCPA, or Climate Act). These targets include a reduction of greenhouse gas emissions of at least 85% below 1990 levels by 2050 and 100% zero-emissions electricity by 2040, among others, and a commitment to climate

justice and a just transition to a clean energy economy. To support this goal, M-Corps (or “program”) will:

- Prioritize the most promising hard-tech climatetech companies providing decarbonization solutions for key greenhouse gas (GHG)-emitting sectors in New York State (NYS or the State), regardless of origin
- Provide technical support from the prototype phase throughout manufacturing development to enable climatetech companies to rapidly advance their Manufacturing Readiness Levels
- Deliver education to help climatetech hardware startups navigate through time-sensitive, critical decisions related to the development of their manufacturing capabilities and their manufacturing processes
- Build a supplier network within the State and connect innovative climatetech companies directly with suppliers to drive collaboration and business agreements
- Facilitate partnerships between climatetech companies and suppliers to increase the number of new innovative solutions being manufactured in New York State to support the State’s climate goals and clean energy industry

NYSERDA intends for the program to be an enduring resource for emerging climatetech companies looking to do business in New York and is making up to \$3,750,000.00 in funding available through this PON for the initial three-year phase of the program. The awarded contract will be for three years from contract initiation (expected Q1 2023), with three 24-month options to renew.

## Program Definitions

- Climatetech - Innovation that supports decarbonization of the economy through hardware, software, technology-enabled services, data analytics, or processes that broadly reduce energy consumption, increase resource efficiency, reduce greenhouse gas emissions and/or enable the transition to a sustainable and decarbonized economy.
- Hardware or Hard-tech - A physical product that needs to be manufactured or a physical innovation related to improving an existing manufacturing process.
- Stock-Keeping Unit (SKU) - A unique code that a seller uses to differentiate among products. For the purposes of this PON, a SKU applies to both final assembled climatetech products ready for sale and essential finished components that are incorporated into final assembled climatetech products.
- Innovators – Climatetech hardware companies eligible for the program.
- Manufacturer – An entity with the track record and capacity to physically manufacture new and existing hardware products and solutions.
- Supplier – An entity that serves as a vendor or a seller providing goods or services to manufacturers and hardware companies, including but not limited to component parts, industrial design services, engineering services, and process control.
- Supply Chain Partners – Suppliers or manufacturers that may directly contract with or otherwise aid program innovators in the scale-up and manufacturing of their products
- Member – An Innovator who is accepted by the Program Administrator for the provision of services.

- **In-Market Events** – Company accomplishments within New York State that demonstrate significant traction within the market and/or a path towards it.
  - **Sales and/or Revenue** – Product or service sales or licenses to customers in New York State
  - **Paid Customer Projects** – Ongoing customer projects paid for with customer funds and/or documented customer intent to purchase.
- **Emission reduction potential** – A company’s potential to mitigate GHG emissions in the future.<sup>1</sup>
- **Manufacturing Readiness Level (MRL)** - A measure to assess the maturity of a given technology, system, subsystem, or component from a manufacturing perspective. See table below.

*Table 1: Manufacturing Readiness Levels<sup>2</sup>*

MRL Level	Description
1	Basic research expands scientific principles that may have manufacturing implications. The focus is on a high-level assessment of manufacturing opportunities. The research is unfettered.
2	Invention begins. Manufacturing science and/or concept described in application context. Identification of material and process approaches are limited to paper studies and analysis. Initial manufacturing feasibility and issues are emerging.
3	Conduct analytical or laboratory experiments to validate paper studies. Experimental hardware or processes have been created but are not yet integrated or representative. Materials and/or processes have been characterized for manufacturability and availability, but further evaluation and demonstration is required.
4	Required investments, such as manufacturing technology development identified. Processes to ensure manufacturability, producibility and quality are in place and are sufficient to produce technology demonstrators. Manufacturing risks identified for prototype build. Manufacturing cost drivers identified. Producibility assessments of design concepts have been completed. Key design performance parameters identified. Special needs identified for tooling, facilities, material handling and skills.
5	Manufacturing strategy refined and integrated with a risk management plan. Identification of enabling/critical technologies and components is complete. Prototype materials, tooling, and test equipment, as well as personnel skills, have been demonstrated on components in a production relevant environment, but many manufacturing processes and procedures are still in development. Manufacturing technology development efforts initiated or ongoing. Producibility assessments of key technologies and components ongoing. Cost model based upon detailed end-to-end value stream map.
6	Initial manufacturing approach developed. Majority of manufacturing processes have been defined and characterized, but there are still significant engineering/design changes. Preliminary design of critical components completed. Producibility assessments of key technologies complete. Prototype materials, tooling, and test equipment, as well as personnel skills have been demonstrated on subsystems/ systems in a production relevant environment. Detailed cost analysis

<sup>1</sup> Climate Impact Assessment for Early-Stage Ventures, PRIME Coalition, December 2017, <https://www.primecoalition.org/library/climate-impact-assessment-for-early-stage-ventures>

<sup>2</sup> Adapted from U.S. Department of Defense, Manufacturing Readiness Level Deskbook, Version 2018 [http://www.dodmrl.com/MRL\\_Deskbook\\_2018.pdf](http://www.dodmrl.com/MRL_Deskbook_2018.pdf)

	includes design trades. Cost targets allocated. Producibility considerations shape system development plans. Long lead and key supply chain elements identified.
7	Detailed design is underway. Material specifications are approved. Materials available to meet planned pilot line build schedule. Manufacturing processes and procedures demonstrated in a production representative environment. Detailed producibility trade studies and risk assessments underway. Cost models updated with detailed designs, rolled up to system level and tracked against targets. Unit cost reduction efforts underway. Supply chain and supplier Quality Assurance assessed. Long lead procurement plans in place. Production tooling and test equipment design and development initiated.
8	Detailed system design essentially complete and sufficiently stable to enter low-rate production. All materials are available to meet planned low-rate production schedule. Manufacturing and quality processes and procedures proven in a pilot line environment, under control and ready for low-rate production. Known producibility risks pose no significant risk for low-rate production. Engineering cost model driven by detailed design and validated. Supply chain established and stable.
9	Major system design features are stable and proven in test and evaluation. Materials are available to meet planned rate production schedules. Manufacturing processes and procedures are established and controlled to three-sigma or some other appropriate quality level to meet design key characteristic tolerances in a low-rate production environment. Production risk monitoring ongoing. Initial production cost goals met, learning curve validated. Actual cost model developed for full scale production environment, with projected impact of continuous improvement.
10	Engineering/design changes are few and generally limited to quality and cost improvements. System, components, or items are in rate production and meet all engineering, performance, quality, and reliability requirements. All materials, manufacturing processes and procedures, inspection and test equipment are in production and controlled to six-sigma or some other appropriate quality level. Full rate production unit cost meets goal, and funding is sufficient for production at required rates. Lean practices well established and continuous process improvements ongoing.

- Disadvantaged Communities – Communities located within census block groups that meet the HUD 50% Area Median Income threshold<sup>3</sup> that are also located within the Department of Environmental Conservation Potential Environmental Justice Areas,<sup>4</sup> or located within New York State Opportunity Zones.<sup>5</sup> See <https://www.nyserda.ny.gov/ny/disadvantaged-communities> for more information.
- Program Administrator – The organization that will, alongside NYSERDA, co-develop and operate the M-Corps Program. The Program Administrator will manage and execute all Requested Services (as indicated in the Services Requested section and as dictated by its contract with NYSERDA), in addition to any agreed upon Additional Services. NYSERDA intends to make one award under this PON, although the Program Administrator is allowed to have subcontractors as needed.

<sup>3</sup> HUD 50% Threshold: Top quartile of census block groups in New York, ranked by the percentage of Low and Moderate Income (LMI) Households in each census block. LMI Households are defined as households with annual incomes at or below 50% of the Area Median Income of the County or Metro area where the Census Block Group resides.

<sup>4</sup> <https://www.dec.ny.gov/public/911.html>

<sup>5</sup> <https://esd.ny.gov/opportunity-zones>

- Cost Share – Cash or in-kind contributions from the proposer and/or other private or public sources. Contributions of direct labor (for which the laborer is paid as an employee) and purchased materials may be considered "cash" contributions. NYSERDA will not fund efforts that have already been undertaken. The proposing team cannot claim as cost share any expenses that have already been incurred. See the Available Funding and Cost Share section below for specific requirements.

### **Benefits to New York**

For this program, the awardee must pursue Demonstrated Benefit to New York through its services to member companies, manufacturers, and suppliers. Examples of activities that represent a “Demonstrated Benefit to New York State” include:

- Having some portion of a member company’s or organization’s workforce (beyond at least one employee), such as headquarters, research and development, or manufacturing, based in New York State.
- Benefiting manufacturers, supply chain partners, vendors, and/or service providers in New York State.
- Serving an addressable market of customers within New York State with climatetech solutions.

While any company that meets the definition of “climatetech” is of interest to NYSERDA, a few sectors contribute the most to greenhouse gas emissions in New York State. NYSERDA is particularly interested in the following “Key Sectors” and will be working with the selected Program Administrator to prioritize company recruitment in them:<sup>6</sup>

- Buildings – The buildings sector was the largest source of emissions in 2019, responsible for 32% of emissions statewide, which includes the combustion of fossil fuels in residential (34%) and commercial buildings (19%), emissions from imported fuels (33%), and hydrofluorocarbons (HFCs) released from building equipment and foam insulation (14%).<sup>2</sup> This sector could include key subsectors such as large commercial, small commercial, multi-family residential, and single-family residential, among others.
- Transportation – The transportation sector was responsible for approximately 28% of New York’s GHG emissions in 2019, which includes road transportation (59%), non-road such as aviation (12%), emissions from imported fuels (26%), and HFCs used in vehicle air-conditioning and refrigeration (3%).<sup>3</sup> This sector could include key subsectors such as public transportation, vehicle fleets (trucks, buses, ride hailing, etc.), personal transportation, and last-mile logistics, among others.
- Grid – The grid and electricity sector comprised 13% of statewide emissions in 2019, including electricity generation within the State (44%), imported electricity (15%), emissions from imported fuels (41%), and the sulfur hexafluoride (SF6) gas used in electricity distribution and transmission (<1%).<sup>4</sup> This sector could include key subsectors such as smart infrastructure and operations, large-scale renewables, distributed energy resources, and energy storage, among others.
- Industry – Industrial emissions made up 9% of statewide emissions in 2019, including emissions from methane leaks and combustion from the oil and gas system

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<sup>6</sup> Companies building hardware that supports manufacturing for these industries are also of specific interest.

in New York (45%), the direct combustion of on-site fuel (27%), emissions from imported fuels (20%), and non-combustion industrial processes (6%).<sup>5</sup> This sector could include key subsectors such as carbontech, chemicals, food and beverage, machinery, paper and pulp, electronics, metals, plastics, and construction, among others.

## **Program Goals**

NYSERDA's key goals for this program are:

- To scale-up the manufacturing and delivery of innovative climatetech hardware products and solutions to the New York State market in support of New York's Climate Act goals.
- To foster and promote climatetech hardware design, engineering, manufacturing, and supply chain development in New York State.

## **Program Outcomes**

Toward these goals, NYSERDA seeks a Program Administrator with an ambitious and compelling plan to optimize for the following<sup>7</sup> program outcomes as top priorities:

- Long-term (4+ years):
  - Number of unique products (SKUs) manufactured in New York by program members
  - Number of units of product SKUs manufactured in New York by program members
  - Sales of climatetech products by program innovators to the New York State market, as measured by total revenue
  - GHG emission reduction realized from deployed climatetech products
- Near-term (1-3 years):
  - Number of unique products (SKUs) manufactured by program members, both within and outside of New York
  - Number of manufacturing agreements signed by program innovators, both within and outside of New York
  - Average MRL level increase for program innovators post program
  - Number of connections made between New York manufacturer and supply chain partners and innovators
  - Measured GHG emission reduction potential of supported climate products

## **Eligibility and Proposer Qualifications**

In this section:

- Eligibility
- Key Qualifications
- Potential Conflicts of Interest

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<sup>7</sup> These outcomes represent the core outcomes NYSERDA will track during this program. Other outcomes may be added to this list.

Proposers may be a single organization or team of organizations but must, in their response, clearly identify the key employees, subcontractors, or relevant affiliates of all entities who are proposing to fulfill the requirements of this PON and must identify who will be the lead proposer (i.e., the entity that NYSERDA would enter into contract agreement with). Proposers applying with partners must also outline the roles of each organization in the fulfillment of the Requested Services. If proposers lack a Key Qualification listed below, they may provide a clear plan for how they will subcontract or otherwise obtain the necessary expertise to fulfill it. Any subcontractor added after the proposal period must be reviewed and approved by NYSERDA and be selected in accordance with New York State procurement law.

### **Eligibility Criteria**

For-profit corporations, not-for-profit organizations, and academic institutions, including public universities, are eligible to apply. Proposers may be existing NYSERDA-sponsored organizations and/or new organizations that are not currently supported by NYSERDA. If potential proposers are unsure whether they are eligible to apply, please contact NYSERDA via the contact information provided in this PON.

To effectively deliver the required services within the State, proposers must:

- Have at least two (2) employees in New York State by the time of contract signing.
- Possess and demonstrate knowledge of the State and/or relationships and networks within the State (see Key Qualifications below).

In order for proposals to be evaluated and scored, proposers must be in good standing with respect to all requirements of past or current NYSERDA projects, if any, including the delivery of required reporting, including annual metrics reporting, and recoupment.

### **Key Qualifications**

Proposers interested in administering this Program should demonstrate the following:

- **Organizational Capacity**
  - Organizational Commitment: The Program Administrator must demonstrate that its organization will make this program a priority and must submit credible plans for how it will deliver on the Requested Services, provide and/or procure the necessary resources to do so, and produce the Program Outcomes sought via this PON. At the time of application, Proposers should have some dedicated staff identified and available to begin the administration of the Program. In addition to this existing staff capacity, the awardee may also hire staff as part of this contract.
  - Leadership and Vision: The proposer must demonstrate leadership both in terms of its existing staff in this sector and by describing its demonstrated commitment to advancing the field nationally and/or globally through other activities, advisory capacities, memberships, and/or leadership roles within the sector.
- **Relevant Experience and Expertise**
  - The requirements for what proposers need to provide to demonstrate their experience and expertise is detailed in Attachment A. That includes:

- Staff Expertise in Climatetech Hardware: The Program Administrator must have existing staff with technical and business expertise both (a) in climatetech and (b) working with and within hardware companies.
- Staff Expertise in Manufacturing: The Program Administrator must have staff capacity and existing experience in the manufacturing space including access to a network of partners that can enable companies to advance their MRL and get units and products into production; access to educational material and training material for companies working to advance their MRL; and knowledge of manufacturing processes and the business workings of manufacturers and suppliers.
- Fundraising Track Record: The Program Administrator must demonstrate a track record of having successfully secured funding to support relevant programs in the past.
- Regional Capabilities
  - Service Availability: Ability to make services accessible to member companies regardless of where they are situated. This includes making services accessible to member companies within each of New York's Regional Economic Development Council (REDC) regions.
  - Local Expertise: Local knowledge and/or relationships enabling it to connect member companies to prospective manufacturers, suppliers, partners, and resources throughout New York and recruit potential applicant companies from within New York.

### **Potential Conflicts of Interest**

Proposers must identify the nature of any potential conflicts of interest among team members and partners in providing services to NYSERDA under this PON.

Individuals that have an active contractual relationship with NYSERDA to provide strategic guidance and advisement to Technology and Business Innovation staff, such as Innovation Advisors, are not eligible to serve in a management role of the M-Corps program or to assist in the preparation of any proposals submitted under this solicitation. In addition, these individuals shall not provide written endorsements, references, or letters of support to any proposers for this PON.

In the event that NYSERDA determines that a team member may have a conflict of interest or the appearance of such, NYSERDA may: (1) take this into consideration in evaluating the proposal; (2) exclude the proposer from consideration for an award; (3) adjust the scope of work to avoid the conflict or appearance of conflict; or (4) negotiate other appropriate actions with the team member to avoid the conflict or appearance of conflict.

### **Available Funding and Cost Share**

Up to \$3,750,000.00 of NYSERDA funding is available through this PON for the initial three-year phase of the program. All, some, or none, of the available funds may be awarded.

NYSERDA reserves the right to add or reduce time and/or funding to awarded contracts.

NYSERDA's cost share target is 25% over the life of the contract (\$1,250,000 raised in cost

share). The awarded contract will be for three years from contract initiation (expected Q1 2023), with three 24-month options to renew.

During the first year of program operations the Program Administrator will submit a plan detailing how it plans to achieve the cost share target over the life of the contract. NYSERDA will review this plan and the two parties will agree on when and how the cost share requirement will be implemented. The proposer's cost share may be cash or in-kind and may come from the proposer, project partner, or other stakeholder. Cost share is valued by NYSERDA as a tangible commitment on the part of the proposer to the program's success and will be a proposal evaluation factor.

### **Schedule and Teaming**

- The awarded contract will be for three years from contract initiation (expected Q1 2023), with three 24-month options to renew.
- The Program Administrator is expected to start building program infrastructure and begin the active recruitment of companies in Q1 2023, with the goal of serving client companies early Q2 and no later than Q3 2023.
- Teaming and subcontractors are allowed, but one lead applicant must be identified in any proposal. The proposal must cover the full range of services described in the "Services Requested" section below. Collaboration is highly encouraged, where appropriate, to augment the lead applicant's capabilities, expertise, experience, and/or bandwidth, and to enhance the likelihood of program success and overall impact. Include letters of commitment or interest from each identified team member in an appendix to the proposal (see below).
- In addition to any subcontractors that proposers include in their proposals, the Program Administrator will be able to issue bids for additional subcontracted resources throughout the contract period that can aid in executing program services with existing program budget. A NYSERDA representative will sit on the evaluation panel for these bids and have a vote.

### **Letters of Support or Commitment**

If proposers are relying on any other organizations to do some of the work, provide services or equipment, participate as a key partner, or share in the non-NYSERDA cost, include letters from those organizations describing their planned participation. Also include letters of interest or commitment from partners or other organizations critical to the development, implementation, and success of the program. Absence of letters of commitment or interest may be interpreted as meaning that the proposer does not have support from the subject parties. Letters should not be solicited from NYSERDA personnel.

## Services Requested

NYSERDA is interested in applicants that have robust proposals of how they would design and execute a program that meets NYSERDA's goals and presents an ambitious plan to reach the long-term and near-term outcomes outlined in this PON.

The program will have three groups of services: (1) Direct to Innovator Services; (2) Direct to Supplier & Manufacturer Services; and (3) Programmatic Services. The first two categories are those that the hardware companies, suppliers, and manufacturers see and experience, while the Programmatic Services are those that happen in the background to allow for the direct services to be successful. Below is a list of the core services NYSERDA will ask each applicant to provide under this PON.<sup>8</sup>

- Direct to Innovator Services

NYSERDA is interested in the Program Administrator delivering training, education, and technical support services directly to program members (i.e., hard-tech companies). These services should function as the core mechanism through which the Program Administrator (a) helps companies advance their MRL levels, and (b) enables companies to access New York State manufacturing and supply chain resources.

Service	Description
Goal Setting	The Program Administrator will set goals with each innovator when they enter the program. These goals should be tracked throughout each company's tenure in the program.
Training & Workshops	Interactive sessions organized by contractors for program innovators designed to educate them on manufacturing processes, readiness, and best practices.
Accountability Support	Regular meetings for individual program innovators that enable them to be held accountable to the goals they set at the beginning of their engagement with the program. These meetings should be with expert mentors and advisors.
Individualized Support	Companies often need individualized support to reach their manufacturing goals. Any other direct support activities between the Program Administrator and program innovators or between innovators and program partners and experts would fall in this service area.
GHG Evaluation	Emission reduction potential and/or life cycle analysis conducted by program innovators. NYSERDA will work with the Program Administrator to set standards for process quality.

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<sup>8</sup> Additional Services may be proposed under the 'Additional Services' section of Attachment A.

- Direct to Supplier & Manufacturer Services

NYSERDA is interested in the Program Administrator delivering specific services to supply chain partners. These services should function as the core mechanism through which the Program Administrator helps suppliers and manufacturers partner with innovative climatetech hardware companies.

Service	Description
Supply Chain Network Building	NYSERDA seeks to build a network of suppliers and manufacturers interested in actively working with climatetech hardware companies. The Program Administrator will build out a network of such supply chain partners and manage relationships within it, so it is active, accessible to innovators, and representative of a diverse range of sub-sectors across the State's manufacturing resource areas.
Individualized & Training Support	Interested suppliers and manufacturers may require training and support to enable contractual partnerships with innovative hardware companies. Suppliers and manufacturers often perceive risks in working with early-stage businesses and are challenged by innovators having little manufacturing experience and the financial constraints of startups. The Program Administrator should seek to understand these challenges and assist such suppliers in working with startup companies.
Connecting Innovators with Supply Chain Partners	NYSERDA seeks to bring together supply chain partners (suppliers and manufacturers) and innovators within this program. The Program Administrator will create and implement means by which curated connection and networking can happen.

### Programmatic Services

These services describe the major activities that the Program Administrator will undertake as it builds and operates the M-Corps Program alongside and in conjunction with NYSERDA. The content below reflects NYSERDA's expectations and requirements regarding program operations and communications.

Service	Description
Governance & Reporting	The program governance and management must allow for transparency, seek the input of a wide variety of stakeholders and experts, and provide confidence in the program's policies, processes, and management. NYSERDA will work with the Program Administrator to develop processes and procedures necessary to ensure that the execution of this program is aligned with the goals and policies of NYSERDA. These processes and policies will be memorialized in contract(s) between

NYSERDA and the Program Administrator, and will include:

- **Program Execution Strategy and Operational Plan:** As an initial task, the Program Administrator will develop an Operational Plan in partnership with NYSERDA. The Plan will align with the Program Administrator's response to this PON, outlining how it will execute the program while meeting NYSERDA's governance expectations.
- **Advisory and Expert Input:** The Program Administrator will work with NYSERDA to create a formal process for soliciting and incorporating expert advice in support of program success. This will include the establishment and maintenance of an Advisory Board.
- **Subcontracting:** If the Program Administrator chooses to engage subcontractors to cover any of the Requested Services, it will do one or both of the following: (a) include such subcontractors in its response to this PON; (b) issue a bid or bids for resources mid-contract if they are over \$50K in value. If such bids are issued, NYSERDA will review and approve the subcontractor and its Statement of Work.
- **Program Eligibility and Selection:** The Program Administrator will work with NYSERDA to develop and execute a process for selecting companies to become program members, incorporating expert advice on solution types, their impact, and appropriate selection criteria for program applicants. The Program Administrator will administer the process and apply the selection criteria with NYSERDA and expert involvement. These will be documented in the Operational Plan.
- **Reporting and Review:** In addition to frequent communication with NYSERDA, the Program Administrator will submit regular program reports and make presentations to NYSERDA regarding key metrics, program progress, financial status, challenges and opportunities, and proposals for modification of the Operating Plan. Details of these reporting requirements will be determined once an award has been made and as part of the contracting process. On a semiannual basis (i.e., twice per year), the Program Administrator

	<p>will deliver a Performance Metrics Report detailing the impact that the program has had during the preceding six months and to date, covering metrics including but not limited to:</p> <ul style="list-style-type: none"> <li>○ GHG impact</li> <li>○ In-market events</li> <li>○ Advances in member company MRL</li> <li>○ Number of new products commercialized</li> <li>○ Member company revenue generated</li> <li>○ Strategic partnerships executed</li> <li>○ Member company leverage (i.e., private investment raised, project finance capital secured, grants awarded, and other forms of third-party contributions to member companies)</li> <li>○ Jobs created and retained (at member companies and via their projects)</li> <li>○ Liquidity events realized</li> <li>○ Other metrics requested by NYSERDA</li> </ul>
Marketing & Communications	<p>The Program Administrator is expected to make the M-Corps Program as available and accessible as possible for innovators around the world interested in locating manufacturing and supply chain activities in New York. The Program Administrator is likewise required to connect with and reach supply chain partners across the breadth of New York’s geography. In pursuit of both these goals, the Program Administrator will develop online content, communications, and information-sharing plans in line with NYSERDA’s communications and marketing policies and in collaboration with NYSERDA’s team.</p>
Recruitment & Selection of Innovators	<p>It is critical that the program attract and select high-quality climatetech companies, both at its start and on a regular basis. In concert with this, tracking the progress of those companies and retaining them is also vital. Leveraging NYSERDA’s brand and networks (including Research &amp; Development awardees and projects and other Tech to Market programs), and the Program Administrator’s own connections, the Program Administrator will establish and manage processes that successfully recruit and competitively select promising companies that (a) have manufacturing challenges or barriers that the program is well suited to help overcome, and (b) if successful and scaled, could contribute to New York reaching its climate goals. The Program Administrator will be responsible for generating consistent, high demand for the program, with many high-quality companies competing for open spots, and for ensuring that the program utilizes a thorough and</p>

	transparent evaluation and selection process, aided by outside experts, in which NYSERDA, prospective members, and other key stakeholders have a high level of confidence.
Recruitment of Supply Chain Partners	It is critical that the program attract high-quality supply chain partners, both at its start and on a regular basis. The Program Administrator will establish and manage processes that successfully recruit suppliers and manufacturers that (a) have a physical place of business or operations in New York, (b) have an interest in building a production pipeline of hardware solutions relevant to climatetech sector areas, and (c) have the staff and resources necessary to partake in relevant M-Corps activities. The Program Administrator will be responsible for developing and maintaining a robust network of active and potential supply chain partners.
Cost Share Raising	The Program Administrator will be responsible for cultivating the relationship(s), plans, and (if applicable) contractual agreement(s) necessary to provide the target 25% cost share for this program over the contract duration. The Program Administrator is required to comport with NYSERDA's rules as it pursues, selects, and confirms program co-funders. <sup>9</sup>
Coordination with Other NYSERDA Programs	The program's services need to be complementary rather than overlapping with other key NYSERDA programs – particularly other NYSERDA Innovation programs – and communication between them needs to be open, frequent, and collaborative. NYSERDA's Innovation team (Research & Development and Technology to Market) supports a diverse portfolio of programs and projects designed to support climatetech innovators as they develop their technologies and commercialize them.

### **Additional Services**

Proposers can propose Additional Services to be delivered within the M-Corps Program if those services support NYSERDA's stated goals and objectives.

For any Additional Services to be approved within that contract, all Required Services will also need to be fully covered by the proposal. Proposers are free to suggest pricing for Additional Services that, in combination with the Required Services, go above \$3.75M, but NYSERDA will not make an award larger than \$3.75M. The proposed pricing of the Additional Services may be used to help determine the feasibility of initiating such Additional Services later. The provision of

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<sup>9</sup> These expectations will be developed in the Program Administrator's contract and through ongoing communication with NYSERDA.

Additional Services is not required to be considered compliant with this PON and will not be considered as part of the evaluation and selection process, but NYSERDA reserves the right to consider these Additional Services as part of a change order or additional scope. Any unbilled Additional Services may be considered as cost-share upon approval by NYSERDA, subject to contract negotiation.

## **Impact Evaluation**

In addition to metrics tracked through NYSERDA's semiannual metrics collection process, the Program Administrator will be required to track additional metrics related to program participants (both innovators and supply chain partners). These metrics include:

- Number of SKUs produced (related to active and alumni program innovators) (inside and outside of New York)
- Number of manufacturing agreements signed by program innovators (inside and outside of New York)
- Revenue generated by product or unit sales
- Capital (\$) leveraged by innovators in the program
- MRL levels at start and end of program for each innovator participating
- Number of participants engaged:
  - Innovators participating in the program
  - Supply chain partners participating in the supply chain network
  - Total number of participants (investors, innovators, manufacturers, partners, etc.)
- Manufacturing strategies or roadmaps developed
- Number of unique partnerships
  - Partnerships formed between innovators and supply chain partners
  - Contracts signed between innovators and supply chain partners

## **Proposal Requirements**

Proposers should concisely present information necessary to score proposals against the Evaluation Criteria listed in the section below. Proposals that grossly exceed page limits or fail to follow format guidelines may be rejected as non-responsive. Please see Attachment A for the specific questions that proposals need to answer.

## **Proposal Narrative Requirements**

Complete the Proposal Narrative form-fillable document (Attachment A). The Proposal Narrative contains the following sections:

I Executive Summary

II. Organizational Capacity

III. Qualifications

#### IV. Program and Service Plan

#### V. Financial Plan

Proposers must carefully review the Proposal Narrative to ensure that all required sections are completed. Failure to do so may result in the proposal being rejected as non-responsive.

### **Proposal Evaluation**

#### Evaluation Criteria

Proposals that meet the solicitation requirements will be reviewed by a Scoring Committee and will be scored and ranked according to the following criteria. At NYSERDA's discretion, proposers may be requested to interview with all or part of the Scoring Committee to address any potential questions or clarifications outlined in the proposals. Proposers will be notified if they are requested to attend an interview. After the proposals are reviewed, NYSERDA will issue a letter to each proposer indicating award or non-award. The proposer receiving the most favorable evaluation will be invited to enter into contract negotiations with NYSERDA. The proposer will be required to submit a detailed Statement of Work, schedule, and budget and may also be asked to address specific questions or recommendations of the Scoring Committee prior to any contract award. The following evaluation criteria are listed in order of importance:

- **Vision and Plan**
  - How compelling is the proposer's vision for achieving the program goals, and advancing climatetech companies' Manufacturing Readiness Level(s)?
  - How likely is the proposed plan to achieve NYSERDA's goals for this program?
  - How likely is the proposed plan to achieve the program outcomes articulated in this PON?
  - To what degree will the proposed plan maximize Demonstrated Benefits to New York State?
  - How effective will the proposer be in delivering the Requested Services?
  - To what degree will the proposed plan help to meet the Climate Act goals for delivering benefits to Disadvantaged Communities?
  - To what degree does the proposer offer a compelling plan for efficiently leveraging resources to enable innovators and supply chain partners to reach contractual and partnership outcomes?
  - How effective will the proposed plan be in advancing companies to unit and/or product production?
  
- **Experience and Team**
  - To what degree does the proposer exhibit the Organizational and Staff Capacity required to implement this program, as described in the Key Qualifications section above?
  - To what degree does the proposer demonstrate a track record of executing the Requested Services in this PON and achieving successful outcomes?

- To what degree has the proposer identified an experienced team capable of executing the Requested Services in this PON?
  - To what degree does the proposing team possess the Regional Capabilities described in the Key Qualifications section above?
  - To what degree is the proposed team committed (through their time being allocated to this program) to the successful execution of the program?
  - Has the proposer secured any subcontractors or partnership commitments that might be necessary to fill out its team to fulfil the goals of this program? Are these relationships verified by letters of commitment? How firm are these commitments, and to what degree do they credibly increase the proposer's likelihood of success in executing this program?
  - To what degree does the proposer and its partners demonstrate subject matter expertise across climatetech broadly? Across the "Key Sectors" identified in this PON?
  - To what degree do the proposer and its partners demonstrate expertise, capacity, and resources in design for manufacturing, supply chain development, manufacturing process design, and related functions relevant to starting and scaling the production of a new hardware products?
  - To what degree does the proposer have knowledge of the local manufacturing and supplier ecosystem in New York? Connections within that ecosystem?
  - To what degree do the proposer and its partners demonstrate expertise, capacity and resources in the management and growth of manufacturing businesses, including startups?
- **Cost-Effectiveness and Cost Share**
    - How directly does the applicant's proposed use of funds align with delivering the services requested?
    - How lean is the organizational structure?
    - Are personnel and overhead rates competitive and reasonable? To what extent do any subcontracts and partnering arrangements cost-effectively deliver needed capabilities?
    - How robust and compelling is the applicant's plan to reach (and ideally exceed) the target 25% cost share goal under this PON? How much of such cost-share is already committed?
    - Will the proposed plan effectively leverage NYSERDA's investment by attracting additional funding and support from other sponsors? Are there existing or future commitments from other sponsors for the proposed project?
    - Does the proposer have a reasonable plan for pursuing any additional funding necessary for the long-term sustainability of the program? If the proposer has offered cost sharing as part of its proposal, how much does that cost sharing contribute to that long-term sustainability?

### Program Policy Factors

NYSERDA may consider the following program policy factors in making award selection decisions:

- The degree to which the proposed program, including proposed cost share, optimizes the use of available funding to achieve programmatic objectives.
- Institutional diversity or partnership with minority-serving institutions.
- The degree to which the applicant has the resources (human and financial) to be able to complete the project.

## General Conditions

**Proprietary Information** - Careful consideration should be given before confidential information is submitted to NYSERDA as part of your proposal. Review should include whether it is critical for evaluating a proposal, and whether general, non-confidential information, may be adequate for review purposes. The NYS Freedom of Information Law, Public Officers law, Article 6, provides for public access to information NYSERDA possesses. Public Officers Law, Section 87(2)(d) provides for exceptions to disclosure for records or portions thereof that "are trade secrets or are submitted to an agency by a commercial enterprise or derived from information obtained from a commercial enterprise and which if disclosed would cause substantial injury to the competitive position of the subject enterprise." Information submitted to NYSERDA that the proposer wishes to have treated as proprietary, and confidential trade secret information, should be identified and labeled "Confidential" or "Proprietary" on each page at the time of disclosure. This information should include a written request to except it from disclosure, including a written statement of the reasons why the information should be excepted. See Public Officers Law, Section 89(5) and the procedures set forth in 21 NYCRR Part 501 <https://www.nyserda.ny.gov/About/-/media/Files/About/Contact/NYSERDA-Regulations.ashx>. However, NYSERDA cannot guarantee the confidentiality of any information submitted.

**Omnibus Procurement Act of 1992** - It is the policy of New York State to maximize opportunities for the participation of New York State business enterprises, including minority- and women-owned business enterprises, as bidders, subcontractors, and suppliers on its procurement Agreements.

Information on the availability of New York subcontractors and suppliers is available from:

Empire State Development  
 Division for Small Business  
 625 Broadway  
 Albany, NY 12207

A directory of certified minority- and women-owned business enterprises is available from:

Empire State Development  
 Minority and Women's Business Development Division  
 625 Broadway  
 Albany, NY 12207

**State Finance Law sections 139-j and 139-k** - NYSERDA is required to comply with State Finance Law sections 139-j and 139-k. These provisions contain procurement lobbying requirements which can be found at <https://online.ogs.ny.gov/legal/lobbyinglawfaq/default.aspx>. Proposers are required to answer questions during proposal submission, which will include

making required certification under the State Finance Law and to disclose any Prior Findings of Non-Responsibility (this includes a disclosure statement regarding whether the proposer has been found non-responsible under section 139-j of the State Finance Law within the previous four years).

**Tax Law Section 5-a** - NYSERDA is required to comply with the provisions of Tax Law Section 5-a, which requires a prospective contractor, prior to entering an agreement with NYSERDA having a value in excess of \$100,000, to certify to the Department of Taxation and Finance (the "Department") whether the contractor, its affiliates, its subcontractors and the affiliates of its subcontractors have registered with the Department to collect New York State and local sales and compensating use taxes. The Department has created a form to allow a prospective contractor to readily make such certification. See, ST-220-TD (available at [http://www.tax.ny.gov/pdf/current\\_forms/st/st220td\\_fill\\_in.pdf](http://www.tax.ny.gov/pdf/current_forms/st/st220td_fill_in.pdf)). Prior to contracting with NYSERDA, the prospective contractor must also certify to NYSERDA whether it has filed such certification with the Department.

The Department has created a second form that must be completed by a prospective contractor prior to contracting and filed with NYSERDA. See, ST-220-CA (available at [http://www.tax.ny.gov/pdf/current\\_forms/st/st220ca\\_fill\\_in.pdf](http://www.tax.ny.gov/pdf/current_forms/st/st220ca_fill_in.pdf)). The Department has developed guidance for contractors which is available at <http://www.tax.ny.gov/pdf/publications/sales/pub223.pdf>.

**Contract Award** - NYSERDA anticipates making one award under this solicitation. NYSERDA anticipates a contract duration of three years, with three 24-month options to renew unless NYSERDA management determines a different structure is more efficient based upon proposals received. A contract may be awarded based on initial applications without discussion, or following limited discussion or negotiations pertaining to the Statement of Work. Each proposal should be submitted using the most favorable cost and technical terms. NYSERDA may request additional data or material to support applications. NYSERDA will use the Sample Agreement to contract successful proposals. NYSERDA may at its discretion elect to extend and/or add funds to any project funded through this solicitation. NYSERDA reserves the right to limit any negotiations to exceptions to standard terms and conditions in the Sample Agreement to those specifically identified in the checklist questions. Proposers should keep in mind that acceptance of all standard terms and conditions will generally result in a more expedited contracting process. NYSERDA expects to notify Proposers in approximately six weeks from the proposal due date whether your proposal has been selected to receive an award. Upon receipt of this notification, a proposer can request to schedule a debrief on the selection process and the strengths and weaknesses of its proposal by contacting [scale.climatetech@nyserda.gov](mailto:scale.climatetech@nyserda.gov). NYSERDA may decline to contract with awardees that are delinquent with respect to any obligation under any previous or active NYSERDA agreement.

**Accessibility Requirements** - NYSERDA requires contractors producing content intended to be posted to the Web to adhere to New York State's Accessibility Policy. This includes, but is not limited to, deliverables such as: documents (PDF, Microsoft Word, Microsoft Excel, etc.), audio (.mp3, .wav, etc.), video (.mp4, .mpg, .avi, etc.), graphics (.jpg, .png, etc.), web pages (.html, .aspx, etc.), and other multimedia and streaming media content. For more information, see NYSERDA's Accessibility Requirements on the [Doing Business with NYSERDA page](#) or download [NYSERDA's Accessibility Requirements \[PDF\]](#).

**Limitation** - This solicitation does not commit NYSERDA to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. NYSERDA reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in NYSERDA's best interest. NYSERDA reserves the right to reject proposals based on the nature and number of any exceptions taken to the standard terms and conditions of the Sample Agreement. NYSERDA reserves the right to disqualify proposers based upon the results of a background check into publicly available information or the presence of a material possibility of any reputational or legal risk in making of the award.

**Disclosure Requirement** - The proposer shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States and shall describe circumstances for each. When a proposer is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of NYSERDA after the award of a contract, NYSERDA may exercise its stop-work right pending further investigation or terminate the agreement; the contractor may be subject to penalties for violation of any law which may apply in the particular circumstances. Proposers must also disclose if they have ever been debarred or suspended by any agency of the U.S. Government or the New York State Department of Labor.

**Vendor Assurance of No Conflict of Interest or Detrimental Effect** - The proposer shall disclose any existing or contemplated relationship with any other person or entity, including any known relationships with any member, shareholders of 5% or more, parent, subsidiary, or affiliated firm, which would constitute an actual or potential conflict of interest or appearance of impropriety, relating to other clients/customers of the proposer or former officers and employees of NYSERDA, in connection with proposer's rendering services as proposed. If a conflict does or might exist, please describe how your company would eliminate or prevent it. Indicate what procedures will be followed to detect, notify NYSERDA of, and resolve any such conflicts.

The proposer must disclose whether it, or any of its members, or, to the best of its knowledge, shareholders of 5% or more, parents, affiliates, or subsidiaries, have been the subject of any investigation or disciplinary action by the New York State Commission on Public Integrity or its predecessor State entities (collectively, "Commission"), and if so, a brief description must be included indicating how any matter before the Commission was resolved or whether it remains unresolved.

**Public Officers Law** – For any resulting awards, the Contractor and its subcontractors shall not engage any person who is, or has been at any time, in the employ of the State to perform services in violation of the provisions of the New York Public Officers Law, other laws applicable to the service of State employees, and the rules, regulations, opinions, guidelines or policies promulgated or issued by the New York State Joint Commission on Public Ethics, or its predecessors (collectively, the "Ethics Requirements"). Proposers are reminded of the following Public Officers Law provision: contractors, consultants, vendors, and subcontractors may hire former NYSERDA employees. However, as a general rule and in accordance with New York Public Officers Law, former employees of NYSERDA may neither appear nor practice before NYSERDA, nor receive compensation for services rendered on a matter before NYSERDA, for a period of two years following their separation from NYSERDA service. In addition, former

NYSERDA employees are subject to a “lifetime bar” from appearing before any state agency or authority or receiving compensation for services regarding any transaction in which they personally participated, or which was under their active consideration during their tenure with NYSERDA.

Any awardee will be required to certify that all of its employees, as well as employees of any subcontractor, whose subcontract is valued at \$100,000 or more who are former employees of the State and who are assigned to perform services under the resulting contract, shall be assigned in accordance with all Ethics Requirements. During the term of any agreement, no person who is employed by the contractor or its subcontractors and who is disqualified from providing services under the contract pursuant to any Ethics Requirements may share in any net revenues of the contractor or its subcontractors derived from the contract. NYSERDA may request that contractors provide it with whatever information the State deems appropriate about each such person’s engagement, work cooperatively with the State to solicit advice from the New York State Joint Commission on Public Ethics, and, if deemed appropriate by the State, instruct any such person to seek the opinion of the New York State Joint Commission on Public Ethics. NYSERDA shall have the right to withdraw or withhold approval of any subcontractor if utilizing such subcontractor for any work performed would be in conflict with any of the Ethics Requirements. NYSERDA shall have the right to terminate any contract at any time if any work performed is in conflict with any of the Ethics Requirements.

**Due Diligence** – NYSERDA, at its discretion, may conduct broad due diligence to validate any or all elements of an application and to assess applicants’ prospects of success, including gathering information to assess a proposal relative to any of the topics listed in evaluation criteria, whether or not such topic is explicitly addressed in a proposal. NYSERDA may conduct due diligence on some or all proposals based on NYSERDA’s current guidelines at the time of a review. NYSERDA staff may follow up with proposers to request additional information or clarification regarding applicant’s proposal, including questions regarding applicant’s business prospects and resources, whether or not those questions are specifically related to the elements of the proposal. Additionally, customized due diligence may be conducted by internal or external staff or contractors based on questions on any proposal raised by NYSERDA staff and/or the Scoring Committee. Due diligence may include (but is not limited to): interviews of independent references and background checks of team members; assessment of prior business experience of any team member associated with a proposal; research on intellectual property claims; customer and partner reference checks; market research on the applicants’ target market and any other related or possibly competitive technology or market area; research to validate any assumptions on current or future revenues, costs, capital needs, and financing prospects for proposers’ business, including similar (or unrelated) technologies, processes, or competitive solutions; or any other research that could reasonably inform the evaluation of a proposal, or the prospects for commercial success of the proposers’ business (whether directly related to, or unrelated to the specific elements in a proposal). Due diligence may include discussions with proposers’ former and current business partners, employees, investors, customers, and competitors. Due diligence may be conducted by NYSERDA personnel or contractors including members of the scoring committee, before, during, or after a scoring process, and prior to finalization of a contract award, any information gleaned in diligence may be used to score or re-score a proposal or apply a program policy factor.

**EO 16 Protocols** – Pursuant to Executive Order No. 16 issued on March 17, 2022, all vendors responding to bids or contracting with New York State must certify, using the form provided as part of this solicitation, their status with regard to conducting business operations in Russia, and that any such business operations in Russia conducted on behalf of the vendor are determined to be permitted under any of the allowable exemptions. The term vendor is intended to encompass bidders prior to contract award, contractors who have received a contract award, contract assignees, or contractors for whom an extension to an existing contract is being pursued. Exemption decisions are in NYSERDA’s sole discretion and are final decisions. NYSERDA reserves the right to solicit additional materials or information regarding the responses or materials provided by a vendor.

Pursuant to Executive Order No. 16, all vendors will be vetted to ensure that they are not on the federal sanctions list at <https://sanctionsearch.ofac.treas.gov/>. There is no waiver or exemption process for vendors appearing on the federal sanctions list.

The Executive Order remains in effect while sanctions imposed by the federal government are in effect. Accordingly, vendors who may be excluded from award because of current business operations in Russia are nevertheless encouraged to respond to solicitations to preserve their contracting opportunities in case sanctions are lifted during a solicitation, or after award in the case of some solicitations.

**ATTACHMENTS:**

Attachment A – Proposal Narrative

Attachment B – Sample Budget

Attachment C – Sample Agreement