

National Offshore Wind Research and Development Consortium (NOWRDC)
Up to \$5,000,000 Available

NOWRDC reserves the right to extend and/or add funding to this solicitation should other program funding sources become available. Challenge Area topics and submission due dates are subject to change. For the most up-to-date solicitation documentation and submission schedule, please refer to the NOWRDC website at nationaloffshorewind.org.

***National Offshore Wind Research and Development Consortium
Innovation in Offshore Wind Solicitation 3.0***

Program Opportunity Notice 5610

***Open: Solicitation 3.0 – Improving Offshore Wind Reliability,
Operations & Maintenance, and Approaches to Ocean Area
Coexistence***

Proposal Submissions Due: January 10, 2024

***Proposal submissions accepted until: 3:00pm Eastern on January 10,
2024***

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I. INTRODUCTION

The National Offshore Wind Research and Development Consortium (NOWRDC) is a nationally focused, independent, not-for-profit consortium of key offshore wind industry stakeholders and research institutions. NOWRDC is dedicated to managing industry-prioritized research and development of offshore wind to maximize economic benefits for the United States.

NOWRDC seeks to fulfill, in part, a long-term vision for offshore wind energy in the United States that is supported by current policy for an all-inclusive energy strategy. To achieve this vision, NOWRDC supports identification of the technology innovations needed to address challenges and lower costs in all U.S. offshore regions. The necessary cost reductions can be realized in part through targeted research and development (R&D) that removes or reduces technological and supply chain barriers to deployment and lowers development risk to investors. NOWRDC envisions this research being conducted through desktop studies, design development, and computer analysis, as well as hardware development with supporting demonstration and validation activities.

In June 2023, NOWRDC released its “Research and Development Roadmap 4.0” (Roadmap) to advance offshore wind technology, drive wind technology innovation, and combat climate change. Incorporating industry-led feedback, the Roadmap presents a long-term vision for innovative offshore wind technology development in the United States and identifies key priorities for establishing the industry as a leading national clean energy sector. Proposers are encouraged to review the Roadmap which is posted on NOWRDC’s website at: <https://nationaloffshorewind.org/wp-content/uploads/NOWRDC-Research-Development-Roadmap-4.0.pdf>.

Focusing on the research and development priorities identified in the Roadmap, available research funds are distributed through a series of competitive solicitations. These competitive solicitations address challenges associated with the three Research Pillars described in the original U.S. DOE funding opportunity announcement (DOE FOA 1767):

Pillar #1: Offshore Wind Plant Technology Advancement

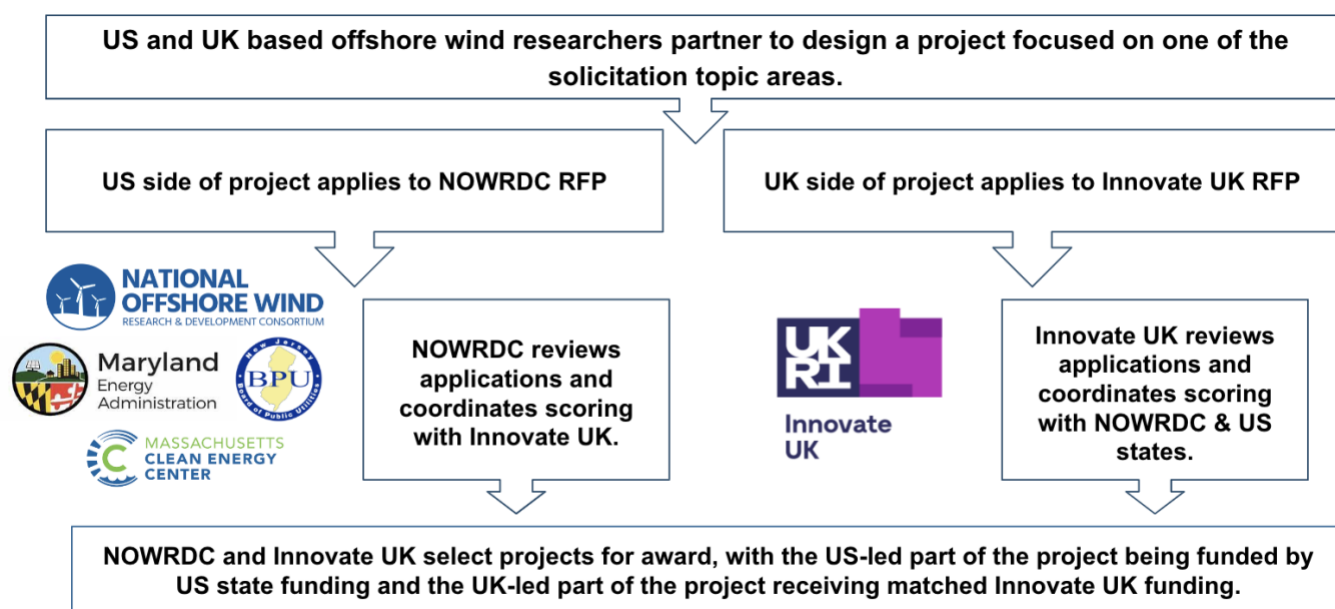
Pillar #2: Offshore Wind Power Resource and Physical Site Characterization

Pillar #3: Installation, Operations and Maintenance, and Supply Chain

This solicitation (Solicitation or RFP) seeks proposals that fall within Pillar #1, Pillar #2, and Pillar #3 to address the specific Technical Challenge Areas outlined in Section II of this document. Future solicitations or revisions of this Solicitation may add additional Challenge Areas, or update or remove existing ones. Proposals for research on topics other than those identified in Section II, in accordance

with the current revision of the Solicitation at the time the proposal is submitted, are not within the scope of this Solicitation and will be considered non-responsive.

Joint Funding Structure: This Solicitation is partnering U.S. states (Maryland, Massachusetts, and New Jersey) with InnovateUK to leverage funding and solicit collaborative proposals. Projects formed in response to this solicitation must contain both a US-led scope and a UK-led scope, funded by NOWRDC and InnovateUK, respectively. The US-led portion of the project scope will apply to this *Innovation in Offshore Wind Solicitation 3.0* program opportunity notice. The UK-led portion of the scope will apply to [the InnovateUK RFP](#). Applicants should apply for approximately equal parts funding from NOWRDC and InnovateUK. Projects will be evaluated based on their full US and UK conducted scope, and according to the criteria listed in Section IV: Proposal Evaluation Criteria.



NOWRDC intends to support projects in partnership with the best research organizations to achieve maximum impact. Proposals are welcomed from all geographic locations within the United States, with additional eligibility parameters outlined in Section III: Proposal Requirements.

To encourage collaboration and partnership formation, NOWRDC and InnovateUK encourage applicants to register on [the B2Match platform](#). On this platform, applicants can find potential UK and US collaboration partners by posting a profile about their innovation, their project idea, and the type of organization they would like to collaborate with. Applicants can also arrange 1-2-1 online meetings to take their discussions forward.

The InnovateUK application portal is [linked here](#).

All prospective applicants (Applicant) for this challenge are encouraged to seek input from, or partner with, an offshore wind developer or a U.S. offshore wind materials or services supplier, or include an advisory group of industry and/or state experts to ensure the direction of the project and outcomes can be commercially applied. Additionally, proposals should demonstrate knowledge of prior research, and/or identify partners who have been working on this challenge in order to demonstrate that the proposed research will further the overall state-of-the-art.

Proposal Submission: Proposers may submit up to three unique proposals as a prime applicant, provided that each proposal concerns a separate and distinct topic. Online submission is required. Proposers may submit Word, Excel, or PDF files (acceptable 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. For detailed instructions on how to submit a proposal (online or paper submission), click the link "[Application Instructions and Portal Training Guide \[PDF\]](https://www.nyscrda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx)" located in the "Current Opportunities" section of NYSEDA's website (<https://www.nyscrda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx>).

No communication intended to influence the final decision of this procurement is permitted following submission of proposals. For technical questions about this proposal please email info@nationaloffshorewind.org. Emails will be reviewed daily, and responses provided as warranted.

RFP questions or questions about NOWRDC's processes and policies regarding this Solicitation should be directed to info@nationaloffshorewind.org with the subject line "Solicitation 3.0 Inquiry." 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): (1) may result in a proposer being deemed a non-responsible offeror, and (2) may result in the proposer not being awarded a contract.

Scoring Rounds:

Proposal submissions will be accepted at any time up until the due date noted in Section II. Full proposals will be evaluated by Scoring Committees. There will be one or more Scoring Committees per Challenge Area. NOWRDC reserves the right to change the interval of Scoring Rounds. Any, all, or none of the available program funds may be awarded in any Scoring Round. Full proposals not selected for award can be updated based on feedback and can be resubmitted in later solicitations if appropriate under that later solicitation.

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All proposals must be received by 3 p.m. Eastern Time on the dates noted, via the means indicated above. Incomplete proposals may be subject to disqualification. It is the proposer's responsibility to ensure that all pages have been completed/included in the application. Please note: during 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 applications. The online application system closes promptly at 3 p.m. Files in progress or attempted edits or submission after 3 p.m. Eastern Time will not be accepted. If changes are made to this Solicitation, notification will be posted on the "Announcements" section of NOWRDC's website at <https://nationaloffshorewind.org/> and NYSERDA's website <https://www.nyserda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx>.

Guidance for Federally Funded Research and Development Centers (FFRDCs):

Federally Funded Research and Development Centers (FFRDCs), including but not limited to U.S. DOE national laboratories, are eligible to receive awards under this Solicitation as either a prime recipient or subrecipient. Except where noted below, all requirements for proposal submission and project execution apply equally to FFRDCs and to other applicants. Proposals from or including FFRDCs will be evaluated and selected for award according to the procedures and criteria described in this Solicitation. No preference in evaluation and selection of awardees will be given to proposals from or including FFRDCs.

Additional Proposal Submission instructions are provided in Section III, Proposal Requirements.

II. SOLICITATION TOPICS AND REQUIREMENTS

The following Challenge Area descriptions include examples of projects that would address the challenge as a guide for prospective proposers. Guidelines for quantifying the benefits of proposed projects to the U.S. offshore wind industry are also provided.

Proposals for research on topics other than the Challenge Areas described are not in scope for this Solicitation and will be considered non-responsive. However, in future solicitations, Challenge Areas may be added, deleted, or modified.

Construction of new research facilities or capital-intensive modification of existing facilities will not be funded under this Solicitation. However, this Solicitation may support research and equipment related to such facilities. For example, if testing and validation of an innovative technology are included in the scope of a proposed project, certain costs such as fabrication of test articles, procurement or upgrading of state-of-the-art instrumentation, data collection labor, and established facility usage fees may be funded. However, funds may not be used to, for instance, build or upgrade facility structures or infrastructure, or to erect instrumentation towers.

All prospective proposals for this challenge are encouraged to seek input from, or partner with, an offshore wind developer, a U.S. offshore wind component supplier, or include an advisory group comprising developers and/or suppliers to ensure the direction of the project and outcomes can be commercially applied. Additionally, proposals should identify research that can be leveraged and/or partners who have been working on this challenge to demonstrate that the research will clearly further the overall state-of-the-art and will not duplicate or approximate other studies, products, or R&D projects.

The offshore wind industry is trending toward installing larger turbines (12-15MW) in near term projects. Therefore, proposals under all rounds are encouraged to propose technical innovations consistent with the design specifications of these larger turbine classes. NOWRDC encourages references to the NREL/IEA 15MW reference turbine (information provided below) in order to credibly establish the applicability and cost effectiveness of the proposed innovations to future turbines of that scale or larger.

Some innovations may be applicable to any size of commercial offshore turbine planned for installation in U.S. waters. However, concepts should use the 15MW reference turbine, or another set of manufacturer-provided specifications, where needed to establish credibility of assumed design parameters and to justify cost/benefit analyses. Further, proposals should recognize and attempt to address trends toward ultra-large turbines.

CHALLENGE AREAS:

Challenge Area 1: Solutions to facilitate offshore wind resiliency and transmission coordination

Challenge Area 2: O&M Systems Development

Challenge Area 3: Innovation to facilitate ocean area coexistence with the marine biosphere

1. SOLUTIONS TO FACILITATE OFFSHORE WIND RESILIENCY AND TRANSMISSION COORDINATION

- **Development and demonstration of solutions that improve offshore wind power reliability (i.e. addressing intermittency of generation), such as:**
 - Voltage control;
 - Frequency response;
 - Production forecasting and grid integration;
 - Black-start and grid forming capability.
- **Development and demonstration of innovations in coordinated transmission solutions that optimize efficiency across multiple large projects, minimize environmental impacts, and conform to onshore grid constraints, such as:**
 - Improved cable routing (e.g. shared cable landfall);
 - Offshore backbone or meshed grid or multi-terminal HVDC;
 - Dynamic array cables at 132 kilovolt (kV) and/or dynamic export cables.
- **Development and demonstration of solutions for integration of long duration energy storage with offshore wind, such as:**
 - Feasibility studies on the techno-economic analysis of differing energy storage solutions with offshore wind (e.g., H₂, thermal storage, pumped storage);
 - Joining up the physical requirements of the offshore wind-energy storage system with policy, market, dispatchability and digital arrangements;
 - Energy systems-level modeling for offshore wind-energy storage integration and consideration of demand side response;
 - Energy storage integration technologies with offshore wind development, considering turbine, farm and onshore network options.
- **Out of scope – Energy Storage:**

We will not fund:

 - Energy Storage R&D for solutions which have a duration of less than 10 hours;
 - R&D which is not specifically related to the optimisation and/or integration of energy storage with offshore wind;
 - R&D of core energy storage technology components and systems (whether existing or novel), for example R&D on:
 - Electrochemical energy storage components & systems, such as R&D on flow battery chemistries, hydrogen electrolyser cells, modules & stacks, hydrogen storage devices, other electrochemical devices (including battery electrode and electrolyte chemistries), etc;
 - Mechanical energy storage components & systems including pumped hydro, Compressed/Liquid Air/Gas, Gravity, & Geo-mechanical, etc;
 - Thermal energy storage components & systems including pumped heat, thermophotovoltaic, phase change materials/systems, etc.
 - Energy storage system balance of plant will not be funded, unless this R&D is specifically related to optimizing and/or integrating existing long duration energy storage systems with offshore wind.

2. O&M SYSTEMS DEVELOPMENT

- **Technologies and strategies that advance the effectiveness, cost efficiency, and safety of O&M, such as:**
 - Comparative assessments of O&M requirements and considerations associated with different substructure designs;

- Technologies to improve offshore wind turbine component health monitoring, including corrosion monitoring and management;
- Offshore wind turbine digital twin development and application in-practice;
- Technological innovations to facilitate wind farm maintenance (e.g. Robotic inspection technologies and integration into practice, LiDAR, drone, sensor);
- Innovations and or assessment of opportunities to address technical and efficiency challenges associated with large-scale OSW buildout in deeper water and at greater distances from shore;
- Operational safety (e.g., safety vessels, electrical safety at substation, fire safety, novel uses of drones/autonomous vehicles);
- Innovation in simulated workforce training.
- **Technologies and strategies that advance O&M supply chain development and flexibility, such as:**
 - Programmatic assessment for implementation of ocean-based testing and validation of approaches and technologies for O&M;
 - Technoeconomic analysis of port and vessel upgrades specifically for O&M purposes.

3. INNOVATION TO FACILITATE OCEAN AREA COEXISTENCE WITH THE MARINE BIOSPHERE

- **Technology concepts that reduce offshore development and operational impacts on the marine biosphere, such as:**
 - Technologies that attenuate adverse impacts on marine life (e.g. reduce noise impacts, reduce siting conflicts and the impacts of installation practices);
 - Structural alternatives or deployment methods that avoid or mitigate noise generation;
 - Mooring line sensors for detection of secondary entanglement, marine growth, and line failure;
 - AI tools and other technology (e.g. sonar, hydrophones, camera systems) that improves detection/monitoring of fisheries/wildlife or improves marine navigation in and around offshore wind areas;
 - Technology solutions that mitigate and reduce interactions with federally managed, protected, and endangered species and their habitats;
 - Process or technology solutions to coordinate and integrate fisheries/wildlife monitoring and assessment, including database/data sharing capacity building.
- **Out of scope:**

We will not fund:

 - Baseline environmental data collection, surveys, or studies.

*Research projects in this category are encouraged to follow the Regional Wildlife Science Collaborative (RWSC) and the Responsible Offshore Science Alliance (ROSA) recommendations for regional research coordination by providing, when appropriate, project updates to appropriate RWSC and ROSA advisory groups, including project information in regional research and technology databases (e.g., RWSC Offshore Wind & Wildlife Database, ROSA Regional Framework Database and Fish FORWRD), and drafting data management and sharing plans that support regional collaborative research.

A. Funding Categories

Three (3) categories of research will be considered for funding:

- A. **Technical Feasibility Studies:** Feasibility studies that conduct preliminary research into the concepts underlying new products, systems, strategies or services as a first stage of development. These studies are necessary precursors to ultimate product development and commercialization. Feasibility studies may include conceptual design, technology and market assessments, and similar early-stage studies. Funding for projects in this category will be limited to \$360,000. It is expected that all proposals will include a budget that is commensurate with the proposed project plan and proposers will justify their proposed budget in terms of reasonable costs and scope.
- B. **New Product, Systems, Service or Strategy Development:** Efforts that are crucial to the development of a marketable product, system, strategy or service and any testing or validation of an innovation that is not already commercially available. Funding for projects in this category will be limited to \$970,000. It is expected that all proposals will include a budget that is commensurate with the proposed project plan and proposers will justify their proposed budget in terms of reasonable costs and scope.
- C. **Demonstration of Technologies, Systems or Services:** Demonstrating and testing innovative offshore wind technologies, systems, strategies or services that have undergone product development and require testing to reach commercialization or are already commercially available but have not yet been sufficiently demonstrated in the U.S. to gain industry acceptance. This includes hardware, software, and market development initiatives. Funding for projects in this category will be limited to \$1,815,000. It is recognized that some demonstration projects, particularly large-scale demonstrations, may require additional funding. As such, proposers are encouraged to seek additional funds, in-kind contributions or access to facilities from various offshore wind stakeholders. It is expected that all proposals will include a budget that is commensurate with the proposed project plan and proposers will justify their proposed budget in terms of reasonable costs and scope.
- a. ***Important note for Category C** - All projects proposed under Category C must have the U.S. portion of the innovation demonstration take place in Maryland, Massachusetts, and/or New Jersey.

Proposers must select at least one (1) funding category per proposal, which must be indicated in the proposal. Proposals that do not identify a funding category may not be reviewed. If the funding category selected does not match the scope of the project, NOWRDC may at its discretion evaluate the project in terms of a category that in its determination better matches the proposed scope. If such a proposal is selected for award, it will be subject to the requirements of the funding category to which it has been assigned.

Multi-phase project proposals (i.e. a single project that spans more than one funding category) will be considered. For example, a proposed project may include Category B Product Development (Phase I) followed by a Category C Product Demonstration (Phase II). Each proposed project Phase must adhere to the requirements of the appropriate funding category for that Phase including required documentation and

recommended maximum funding levels. NOWRDC may, at its discretion, select one or more phases for award without selecting other proposed phases. With respect to the proposal requirements (see Section III), multi-phase project proposals must submit all required attachments and fill out all required sections of the Proposal Forms for each phase per the instructions of Attachment B.

All multi-phase projects must include Go/No-Go decision points following each Phase. To proceed to the next phase the Applicant must demonstrate its progress in meeting the technical and commercial milestones of the prior Phase. The Applicant will not be permitted to proceed to the next Phase or submit invoices for work performed in that Phase without written approval, which may be granted or withheld at NOWRDC's sole discretion.

Similarly, Go/No-Go decision points will be required within each project Phase or at one or more points within a single-phase project, typically after each approximate \$250,000 allotment of NOWRDC funding.

The proposed Statement of Work is subject to negotiation and NOWRDC may offer to fund any of the proposal's phases therein at a lower level than that requested, such as by offering to fund a feasibility study rather than a proposed prototype development effort.

Note that, in addition to the budget maximums for each funding category, it is the Consortium's policy to provide a maximum indirect cost rate of up to 15 percent of direct project costs on all project grants. More information on this policy is available on the Consortium's website here: <https://nationaloffshorewind.org/wp-content/uploads/NOWRDC-Indirect-Cost-Policy.pdf>

B. Project Requirements

Project Scope. To qualify for funding, proposals must:

- Address issues essential for cost reduction, deployment, and industry expansion specific to offshore regions of the United States. Proposals offering research topics already being addressed by other international projects must explain why further research is necessary.
- Adhere to the challenges identified in Section II of this Solicitation. Although the Technical Challenges and Roadmap will be updated in the future, it is expected that NOWRDC will continue to maintain an industry-focused, prioritized offshore wind R&D agenda that enables early U.S. offshore wind project development, LCOE reduction, and geographic industry expansion beyond the currently designated Wind Energy Areas.
- Provide benefits to multiple end users. R&D projects that benefit multiple end users are expected to have a greater impact toward achieving the NOWRDC's industry-wide cost reduction targets compared to R&D projects focused on a developer's specific commercial offshore wind project.

Proposer Candidacy: Any individual or entity qualified in the solicitation topic matter is welcome and encouraged to submit a proposal for consideration. Note:

- Prior or current project awardees under prior NOWRDC solicitations are welcome to submit concepts intended to continue their awarded work to date, provided said concepts meet the general criteria of the solicitation, including subject matter.
- Proposers may only submit three proposals as prime applicant in any single NOWRDC solicitation round. There are no such limitations for project partners or sub-awardees (non-prime).

Project Schedule, Phasing and Teaming. The following guidelines should be considered when developing proposals:

- Projects are expected to begin as soon as feasibly possible with a project schedule estimate of: 6-18 months for Category A; 18-30 months for Category B; and Category C will be negotiated based on the scope and goals of the project.
- To enhance the likelihood of successful commercialization, Teaming Agreements that include an end user such as an offshore wind developer or a key member of the offshore wind supply chain are strongly encouraged. Teams may include offshore wind developers, turbine manufacturers, supply chain members, research organizations, universities, national laboratories, end-users, or other stakeholders. It is expected that all team members named in the proposal will be “work-ready,” with any requisite agreements in place no later than one month following award announcements.
- Proposals must state the existing Technology Readiness Level (TRL) of any technology being proposed and what the expected TRL of that technology will be at the end of the proposed project, as a direct result of having undertaken the project. See Attachment B3, Technology and Commercialization Readiness Level Calculator.

Project Benefit Quantification. The following guidelines should be considered when developing proposals:

Establish Potential Benefits Clearly and Credibly

All proposals will be evaluated based upon their prospective benefit to offshore wind energy development in the United States. It is incumbent upon each applicant to provide a clear and credible case for their proposed R&D project that substantiates its value. Regardless of a proposed innovation’s TRL, or the focus area of a proposed study, its potential to become a viable commercial product or otherwise be adapted for uses benefiting the offshore wind community must be articulated in a manner that conveys a practical understanding of the industry’s needs and a quantification of cost and/or risk reduction, to the extent possible. Representations of project benefits should include the timeframe within which those benefits are likely to be realized.

It is up to the applicant to decide how they can best make a credible case for the value of their proposed project. The following sections provide information on potential approaches. Regardless of approach, validation of its methodology and conclusions through external references and/or supporting documents

from potential users or development partners will be looked upon favorably in the proposal evaluation process.

Assess Potential Impact on Levelized Cost of Energy

One of the most common metrics for judging the benefit of a specific innovation or technical advancement is to calculate its impact on the levelized cost of energy (LCOE). Applicants may seek to establish the value of their proposed project through an explanation of how it could reduce the LCOE of offshore wind projects in the United States, including an estimation of when that impact would be achieved. Explanations focusing on component level innovations should consider the overall system-wide effect on cost of energy rather than limiting the focus to the given component.

It is expected that all LCOE calculations will be justified with evidence and analysis. Any unsupported claims may be discounted or disregarded. A methodology for calculating LCOE based on the *2021 Cost of Wind Energy Review* (see <https://www.nrel.gov/docs/fy23osti/84774.pdf>) published by the National Renewable Energy Laboratory is provided below. For consistency, it is recommended that all proposers use this approach. Also, proposers, where applicable, should use the reference turbine as described in each Challenge Area and found here: <https://www.nrel.gov/docs/fy20osti/75698.pdf>. If a proposer has its own large turbine design, this may be used as an alternative reference baseline.

Recommended methodology for calculating LCOE:

LCOE refers to the net present value of the unit-cost of electricity over the lifetime of a generating asset. The following equation is used in estimating the LCOE impact of a proposed innovation:

$$\text{LCOE} = \frac{(\text{FCR} \times \text{CapEx}) + \text{OpEx}}{\text{AEP}_{\text{net}}}$$

where:

FCR = fixed charge rate (%)

CapEx = capital expenditures (\$/kW)

OpEx = average annual operational expenditures (\$/kW/year)

AEP_{net} = net average annual energy production (kWh/year).

The Fixed Charge Rate (FCR) represents the annual revenue per dollar of investment required to pay the carrying charges on that investment, which include finance charges, income taxes, inflation and depreciation. To ensure consistency of financial assumptions among project proposals, a real FCR of 6% should be assumed by applicants in their LCOE calculations.

Innovations that have the greatest impact could positively affect multiple elements of the LCOE equation. Certain innovations could lead to a higher cost of a given component that would be offset by greater cost

reduction in another area. For example, an advanced control system may increase turbine cost but may enable higher capacity factors that decrease LCOE. As part of the LCOE analysis, proposers should specify which cost elements are affected, how they are affected and by what percentage they increase or decrease. Analyses should provide credible projections of when estimated cost reductions could reasonably be achieved, following a project award.

Reducing Offshore Wind Plant Risks

Where relevant, proposals may claim project benefits by providing an explanation of how their outcomes will reduce uncertainties and risks in wind plant development, installation, and/or operations and/or the costs associated with health and safety during the life cycle of a project.

Projects that claim to reduce uncertainties and risks related to project costs, revenue or installation timelines should substantiate and quantify those impacts to the extent possible. LCOE calculations may be used where applicable.

Projects that seek to reduce health and safety risks should clearly describe and, wherever possible, quantify, the direct and indirect positive effects of the project and provide or reference substantiating documentation.

Enabling Technologies

In certain cases, technology innovations may be seen as enabling a new business sector or type of commercial project. Any such claims should convey a thorough understanding of the sectors they would influence, indicate how they would be implemented, and be substantiated through credible cost benefit calculations.

Positive Impacts on the U.S. Supply Chain

All proposals shall provide an explanation of how the proposed project could have a positive impact on advancing the offshore wind supply chain to the benefit of U.S. companies. Positive impacts (direct or indirect) on the supply chain may be demonstrated in many ways such as (but not limited to) the potential for increased participation from U.S. companies, reduced U.S. market entry barriers, adaptation of existing technologies or processes to offshore wind energy, and reduced uncertainty for investors.

Commercialization Strategy

All proposals shall include a summary and explanation of foreseeable follow-on efforts that will be required to enable the commercial use of the outcomes of that project in offshore wind plants in the U.S. All proposals for an innovative or modified technology/ methodology are required to provide a commercialization plan that details the expected path to commercialization or how the innovation will enable commercialization, and the necessary milestones in achieving it.

Thoroughness and credibility of the underlying commercialization analysis may be enhanced through:

- itemization of the rough order of magnitude costs to implement the proposed commercialization pathway;

- indication of key product performance and cost metrics that would need to be achieved for successful commercialization; and
- a high-level breakdown of the time required to undertake follow-on tasks within the commercialization strategy.

Any proposal for innovative designs, methods, or advanced systems must ensure that the resulting outcomes are compliant with U.S. regulations and best practices. Proposals should be thorough and realistic in indicating whether further engineering efforts, testing, field validation, or component and system certification will be required prior to commercial deployment.

It is recognized that, for some projects, considerable stakeholder engagement may be required to achieve the desired dissemination and utilization of results. Proposals will be encouraged to highlight where industry buy-in is needed, who the key stakeholders are, and provide a brief summary of how this industry integration would be achieved.

Although a project award may support specific stages of product development, there should not be an expectation that NOWRDC or NOWRDC funding will support all stages required to reach commercialization.

Letters of Commitment or Interest

If relying on any other organization to provide data, conduct a portion of the work, provide services, equipment, or facilities, or contribute funds to the project scope being proposed to take place in the U.S., a letter from that organization describing its planned participation and financial commitment must be included. If the project is dependent on data provided by one or more offshore wind developers, a letter of commitment from the developer clearly describing the applicant's authority to use the data, how the data will be used, and for what purposes must accompany the application.

Applicants should also include letters of interest or commitment from businesses or other organizations critical to the future commercialization, demonstration, or implementation of the project. This is especially critical when partnering with an offshore wind developer or offshore wind supply chain members.

The first letter type concerns actual involvement in the project work (e.g. by providing a validation site or being an advisor). To the extent that the proposer is relying on an NOWRDC Member Company to do work in order to complete the proposer's contractual responsibilities, then, like any other subcontractor (compensated or otherwise), the Member Company should provide a 'letter of intent' confirming the Member/subcontractor's commitment to doing the work. Since the Member Company is participating in the proposal in such circumstances, NOWRDC's Conflict of Interest Policy (the "Policy") and the New York Not-for-Profit Corporation Law will require any employee of the participating Member serving on NOWRDC's Board of Directors or R&D Committee to make a disclosure regarding the Member's participation in the proposed work and to recuse from any vote to fund/not fund the specific proposal, as

relevant. Please see the attached memo regarding Member Conflict Guidance for further discussion of the relevant rules.

The second type of support letter involves a request by a proposer for a letter indicating that a Member Company supports the project (a “letter of support”), which the proposer would submit in its response to a NOWRDC Solicitation as demonstration of industry support. Although letters of support from Member Companies are allowed and can provide some value to the Scoring Committee in its review process, caution should be observed with respect to such requests. Under applicable NYSERDA procurement rules, such requests could be viewed as an “attempt to influence procurement by contacting anyone other than the Designated Contact,” in violation of such rules. At this time, and to the extent of the limited facts described in this Program Opportunity Notice, NYSERDA has taken the position that such a letter of support, without more, would not be in violation of applicable rules. However, all Members should be aware of this concern and interact with proposers accordingly. Further, NOWRDC policy prohibits proposers from lobbying individual Members or Directors outside of NOWRDC’s formal review processes for purposes of securing votes for a proposal in Scoring Committee or R&D Committee decisions. This policy should also be kept in mind in interactions by proposers.

Given the considerations described above and NOWRDC’s intent and obligations to maintain full transparency and integrity in the award review and approval process, if a proposer has communicated with a Member Company about a proposal, the proposer and the Member should disclose such communication and any relevant related circumstances in the Solicitation response and related communications, as applicable, to ensure the proper management of the same. If an employee of the Member Company is serving on the Board of Directors, any Member participation in a proposal should be disclosed to NOWRDC’s General Counsel in accordance with NOWRDC’s Conflict of Interest Policy.

Absence of letters of commitment or interest may be interpreted as meaning that the proposer does not have support from the subject parties. Project awards will be contingent on the proposer securing the relevant committed data, work, services, equipment, facilities, or funds as required by the project.

III. PROPOSAL REQUIREMENTS

Full Proposal Submissions

Full Proposals are subject to the requirements and Evaluation Criteria detailed below. The mandatory Full Proposal package must be submitted by 3:00PM EST on January 10, 2024.

Incomplete proposals may be subject to disqualification. It is the proposer’s responsibility to ensure that all pages have been included in the proposal and have been timely submitted in accordance with appropriate due dates and times.

The proposer must submit a Full Proposal using the instructions and attachments listed below. The goal should be to concisely present the information needed to fully address the Proposal Evaluation Criteria (Section IV). Full Proposals that exceed the word limits or fail to follow the format guidelines will be rejected as non-responsive. If you believe proprietary or confidential information must be submitted to provide an adequate proposal, please clearly indicate in your proposal which information is proprietary and confidential and mark that information accordingly. Attachments beyond those requested will not be considered. Each page of the Full Proposal should state the name of the proposer, the PON number, and the page number. All Full Proposals must include, at minimum, the following documents:

- Attachment A: Proposal Narrative (with required attachments)
- Attachment B1: Statement of Work
- Attachment B3: TRL/CRL Calculator
- Attachment C1: Milestone Payment Schedule
- Attachment D: Budget Justification
- Attachment 2: Applicant Assumption of Risk Form

Instructions for all Full Proposal attachments are provided in the Attachment A: Proposal Narrative file.

Required sections of the Proposal Narrative differ according to the Funding Category being proposed. Additional attachments may also be required based on the proposed Funding Category or Categories.

	Funding Category A	Funding Category B	Funding Category C
Att. A.I – Executive Summary	✓	✓	✓

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Att. A.II – Problem Statement and Proposed Solution	✓	✓	✓
Att. B2 – Business Model Canvas (Funding Category B & C Projects ONLY)		✓	✓
Att. A.III – State of Research and Technology Targets	✓	✓	✓
Att. B3 – TRL/CRL Calculator	✓	✓	✓
Att. A.IV – Commercialization Potential of Proposed Solution (Funding Category B & C Projects ONLY)		✓	✓
Att. B4 – Three-Year Financial Projections Worksheet (Funding Category B & C Projects ONLY)		✓	✓
Att. A.V – Demonstration Site and Product (Funding Category C Projects ONLY)			✓
Att. A.VI – Replication Potential of Proposed Demonstration (Funding Category C Projects ONLY)			✓
Att. A.VII – Feasibility Study Information (Funding Category A Projects ONLY)	✓		
Att. A. VIII – Statement of Work (Att. B1) and Schedule	✓	✓	✓
Att. A.IX – Additional Project Benefits	✓	✓	✓
Att A.X – Budget incl. Milestone Payment Schedule (Att. C1) & Budget Justification (Att. D)	✓	✓	✓
Att. A.XI – Proposer Qualifications	✓	✓	✓
Att. A.XII – Letters of Support	✓	✓	✓
Att. A.XIII – Applicant Assumption of Risk Form (Att. 2)	✓	✓	✓
Att. A.XIV – Attachments	✓	✓	✓

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

A. Cost-Sharing

Proposers are not required to provide any form of cost-share. However, it is recognized that, for projects such as demonstration projects, project team members may wish to provide additional funding or in-kind contribution to maximize the benefit of the project. Proposers are encouraged to provide an indication of any additional funding or in-kind contribution that will be used to support the delivery of a project.

B. Annual Metrics Reports

If awarded, the proposer will be required to submit to NOWRDC on an annual basis, a prepared analysis and summary of metrics addressing the anticipated energy, environmental and economic benefits that are realized by the project. All estimates shall reference credible sources and estimating procedures, and all assumptions shall be documented. Reporting shall commence the first calendar year after the contract is executed. Reports shall be submitted by July 1st for the previous calendar year's activities (i.e. reporting period). The Applicant shall provide metrics in accordance with a web-based form, which will be distributed by NOWRDC. NOWRDC may decline to contract with awardees that are delinquent with respect to metrics reporting for any previous or active NOWRDC agreement.

C. Publication

The results of all research projects funded by NOWRDC must be published. If awarded, the proposer must agree to presentation of the results at symposia, national, or regional professional meetings and other forums and to publication in journals, theses, or dissertations, the methods and results of all projects.

IV. PROPOSAL EVALUATION CRITERIA

Additional data or material to support applications/proposals may be requested. Proposers may also be requested to interview with all or part of the Scoring Committee to address any questions or provide clarification regarding information outlined in the proposals. Proposers will be notified if they are requested to participate in an interview.

A. Project Benefits and Value

All assumptions must be supported and justified using sources and evidence. Scoring will be based on the proposal team's ability to meet these criteria. For additional information see **Project Benefit Quantification**, Section IIC.

- Demonstrates a clear justification for this proposed work in tandem with the Innovate UK proposed work.
- The proposed solution addresses a core technical barrier that is not being addressed by others and has the potential for wide-scale replicability.
- The proposed solution will bring economic benefits to the U.S. offshore wind industry in the form of manufacturing capability, supply chain development or technical services. U.S. jobs are expected to be created and/or retained as a result of this project.
- The proposed solution quantifiably lowers development risk and/or represents an enabling technology likely to increase offshore wind deployment in the U.S.
- Timeframes for the offshore wind industry to realize the benefits of the proposed solution are realistic and appropriate.
- The implementation strategy is well-conceived, appropriate for the current stage of development, and there is a sound plan for measuring progress and success.
- The proposed project scope makes a clear case that it can deliver significant benefits. Where necessary and appropriate, the proposer has secured a commitment for additional cost share.
- The proposer exhibits strong market demand for this solution and has already identified one or more commercialization partners.
- The proposed solution has potential to significantly reduce LCOE. Components of LCOE include capital costs, operating costs and financing cost. Solutions that increase annual energy production without a commensurate increase in cost will also reduce LCOE.

B. Innovation, State of the Art and Technical Merit

- The proposal identifies a problem fully aligned and essential to the advancement, in the United States, of one of the identified Technical Challenge Areas.
- The proposer has demonstrated insightful understanding of the current state-of-the-art relative to the Challenge Area.
- The proposed project is technically sound, feasible, innovative, and superior to alternatives, and will make significant progress toward solving the identified problem.
- The proposed approach and scope of work are aimed at developing and commercializing a technology, as opposed to basic research and discovery.

- Technical assertions, such as assessments of performance relative to the state-of-the-art, are verified by rigorous analysis.
- The proposal demonstrates industry buy-in and validation of the proposed technical concept.
- The proposal has demonstrated why the innovation is uniquely relevant to the U.S. offshore wind industry or the development of its supply chain.

C. Project Plan, Scope, Risks and Challenges

- The proposed project plan is clearly defined, with fully developed tasks, subtasks, milestones and deliverables that will enable effective project management.
- The scope of work is fully appropriate to the selected problem and will be highly valuable towards meeting the goals of the Technical Challenge Area and the Roadmap.
- Technical and programmatic risks are clearly understood and fully disclosed, with well-considered mitigation plans that have a high probability of ensuring project success.
- The cost of the project is strongly justified with respect to the expected benefits and the potential market or deployment opportunity.
- The proposal outlines a detailed plan for pursuing additional funding and development support, if necessary, to bring the proposed solution to full commercialization.
- The proposed work can be accomplished within the amount of time, effort, and resources proposed.
- The selected Funding Category is appropriate for the proposed solution.
- The proposal provides letters of commitment from all outside organizations the proposal team will need to provide data, equipment, support, facilities, etc.
- The implementation strategy is well-conceived and appropriate for the current stage of development, with a sound plan for measuring progress and success.
- The proposal offers a compelling explanation of how it will address barriers to market entry and commercialization.
- The proposed plan is as efficient as possible with regards to resources and time, including maintaining as limited of an administrative budget as possible relative to overall project budget.

D. Team Experience and Capabilities

- The proposed team has the necessary expertise and resources to carry out the proposed work.
- The project team includes members with industrial and business experience as well as technical skill.
- The project team has successfully commercialized applicable products, deployed similar services or has completed a similar project.

- The proposal team has secured strong commitments from all essential team members and partners, including letters and has demonstrated strong support from necessary market actors.
- The proposal clearly demonstrates the team structure and staff responsibilities.
- For demonstration projects relying on entities and jurisdictional authorities such as a maritime agency, leaseholder, equipment manufacturer, etc., the project team has secured or has a plan to secure all the commitments necessary to execute the proposed project scope.

Program Scoring

Each proposal will be scored on a scale of 100 with the following weighting applied to each of the evaluation criteria:

- 1) Project Benefits and Value – 40%
- 2) Innovation and State of the Art – 30%
- 3) Project Plan, Scope, Risks and Challenges – 15%
- 4) Team Experience and Capabilities – 15%

Additional data or material to support applications/proposals may be requested. Proposers may also be requested to interview with all or part of the Scoring Committee to address any questions or provide clarification regarding information outlined in the proposals. Proposers will be notified if they are requested to participate in an interview.

Program Policy Evaluation Factors

NOWRDC reserves the right to accept or reject proposals based on the following factor(s):

- 1) Whether the full US-UK collaborative project is awarded by InnovateUK.
- 2) Whether the proposed project will accelerate technology advances in areas that industry or the company, by itself, is not likely to undertake.
- 3) The degree to which the project addresses an identified state or regional need.
- 4) The degree to which the proposed project optimizes the use of available funding to achieve programmatic objectives.
- 5) The degree to which the proposal expands the geographic diversity of NOWRDC’s R&D efforts.
- 6) The degree to which the proposal expands the technical portfolio of NOWRDC.
- 7) The degree to which the proposed project has leveraged award funds to expand their project scope and value attained with non-award resources.
- 8) The degree to which there are technical, market, organizational and/or environmental risks associated with the projects that outweigh the potential benefits.
- 9) Past performance of the proposer on other projects with NOWRDC and NOWRDC Member organizations.
- 10) The degree to which project expenses are in line with market rates.

Awardees are expected to be notified within approximately 12 weeks from proposal submission if their proposal has been selected to receive an award, contingent upon successful execution of an award.

V. General Conditions

A. Proprietary Information

Careful consideration should be given before confidential information is submitted to NOWRDC as part of your proposal. Your review of information to be submitted should include whether information, if confidential, is critical for evaluating a proposal, and whether general, non-confidential information, may be adequate for review purposes. You must submit a signed Applicant Assumption of Risk form with your application.

MassCEC Notice of Public Disclosure - As a public entity, MassCEC is subject to Massachusetts Public Records Law, codified at Chapter 66 of the Massachusetts General Laws. Thus, any documentary material, data, or other information received by MassCEC is presumed to be a public record subject to disclosure. Proposers acknowledge that they will carefully consider what documents, material, data, and other information they submit to MassCEC and shall not submit to MassCEC any confidential or sensitive information in response to this RFP. In the event that any such confidential or sensitive information is submitted to MassCEC, MassCEC shall have sole discretion to determine whether any particular document, material, data, or other information is exempt from or subject to public disclosure.

The administration of this solicitation is made possible by a partnership between NOWRDC and the New York State Energy Research and Development Authority (“NYSERDA”), which includes requirements for NOWRDC to provide information to NYSEDA which is included in your proposal. The NYS Freedom of Information Law, Public Officers law, Article 6, provides for public access to information NYSEDA 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 NYSEDA 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, NOWRDC and NYSEDA cannot guarantee the confidentiality of any information submitted.

B. Omnibus Procurement Act of 1992

This section and those that follow describe certain requirements applicable to awards using funding made available from NYSERDA. 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

C. 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 [4] years).

D. 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/currentforms/st/st220tdfillin.pdf>. Prior to contracting with NOWRDC, the prospective contractor may also be required to 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/currentforms/st/st220cafillin.pdf>). The Department has developed guidance for contractors which is available at <http://www.tax.ny.gov/pdf/publications/sales/pub223.pdf>.

E. RFP Award

NOWRDC anticipates making multiple awards under this solicitation. NOWRDC anticipates a contract duration of one to three (3) years, unless it 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 application should be submitted using the most favorable cost and technical terms. NOWRDC may request additional data or material to support applications. NOWRDC will use the Attachment B1, SOW-Agreement to contract successful proposals. NOWRDC may at its discretion elect to extend and/or add funds to any project funded through this solicitation. NOWRDC reserves the right to limit any negotiations with respect to the terms of the Sample Agreement. While minor modifications may be considered in limited circumstances, the Sample Agreement is generally non-negotiable. Proposers should keep in mind that acceptance of all standard terms and conditions will generally result in a more expedited contracting process. NOWRDC expects to notify proposers in approximately eight to twelve (12) weeks from the receipt of a proposal whether your proposal has been selected to receive an award. NOWRDC may decline to contract with awardees that are delinquent with respect to any obligation under any previous or active NOWRDC agreement.

F. 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 the following that are intended for such purposes: 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](#).

G. Limitation

This solicitation does not commit NOWRDC to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. NOWRDC 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 NOWRDC's best interest. NOWRDC 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. NOWRDC reserves the right to disqualify proposers based upon the results of a background check into publicly available information and the presence of a material possibility of any reputational or legal risk in making of the award.

H. Disclosure Requirement

The proposer shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five (5) 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 entity, this disclosure requirement includes the entity and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of NOWRDC after the award of a contract, NOWRDC 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.

I. Vendor Assurance of No Conflict of Interest or Detrimental Effect

The proposer shall disclose any existing or contemplated relationship or transaction of the proposer, or any known relationship or transaction of any person or entity that is a member, shareholder or other equity owner of five percent (5%) or more of the proposer, or of any parent, subsidiary, or other affiliate of the proposer, or any known relationship or transaction of any clients/customers of the proposer, to or with NOWRDC or [list state funding sources] (State Funders), or with any current or former employee, officer, or director of NOWRDC or the State Funders, which relationship or transaction could give rise to an actual, or the appearance of, a conflict of interest or impropriety in connection with the proposer's rendering of services as proposed. If any such actual or apparent conflict of interest or impropriety does or might exist, please describe how you would eliminate or prevent it. Indicate what procedures will be followed to detect, notify NOWRDC 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 or other equity owners of five percent (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.

J. Public Officers Law

For any resulting awards, the Applicant 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 (2) 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 using such subcontractor for any work performed would conflict with any of the Ethics Requirements. NYSERDA shall have the right to terminate any contract at any time if any work performed conflicts with any of the Ethics Requirements.

I. ATTACHMENTS

Attachment A – Proposal Narrative Template

Attachment B1 – NOWRDC Cover Letter, Statement of Work & Form of Agreement

Attachment B2 – Business Model Canvas Template

Attachment B3 – TRL/CRL Calculation Worksheet

Attachment B4 – Three-Year Financial Projections Worksheet

Attachment C1 – Milestone Payment Schedule

Attachment D – Budget Justification

Attachment E – Scoring Rubric (Full Submission)

Attachment 1 – Applicant Assumption of Risk Form

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