



**Northeast UAS Airspace Integration
Research Alliance, Inc. (NUAIR)**

**Request for Expression of Interest
(RFI)**

**National Unmanned Aerial System
Standardized Testing and Rating Facility
(NUSTAR)**

February, 2017

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1.0 INTRODUCTION

1.1 GENERAL

The Northeast UAS Airspace Integration Research Alliance, Inc. (NUAIR), is requesting Expressions of Interest (“EOIs”) from entities (“Offeror”) interested in participation in a public-private partnership related to the National Unmanned Aerial System Standardized Testing and Rating Facility (NUSTAR). The project contemplated at this time may include the design, permitting, site preparation, construction, commissioning, ownership and/or operation of the facility in accordance with the future RFP documents (see procurement process overview below).

The NUSTAR facility is intended to operate as a fee-for-service testing service which certifies small civilian drones (55 lbs. and below) for autonomous BVLOS flight operations within a UTM (UAS Traffic Management) system.

The NUAIR Alliance is a New York based not-for-profit coalition of more than 100 private and public entities and academic institutions working together to operate and oversee UAS test ranges in New York, Massachusetts and Michigan. Headquartered in Syracuse, New York, with a main operating base at Griffiss International Airport, in Rome, New York, NUAIR manages one of just seven FAA designated UAS test sites in the United States leading the research and deployment technologies that establish the case for safe, integrated UAS operations in the National Aerospace System.

NUAIR, with its teaming partner Griffiss International Airport, installed a state-of-the-art range instrumentation system that track UAS in the air and provide first of its kind testing capability in the country. This technology supports the development of the test site’s FAA mission of supporting development of a Sense and Avoid (SAA) system. NUAIR’s hangar and adjacent ramp access facilities at Griffiss International Airport are also newly renovated to support UAS Test Site activity.

NUAIR collaborates with CenterState CEO, MassDevelopment and Mohawk Valley EDGE to support the UAS and sensor industry development in the region. That effort is led by the CenterState Corporation for Economic Opportunity (CEO), and Mohawk Valley Edge in New York, and MassDevelopment, in Massachusetts. CenterState CEO is an organization of 2,000 companies that work together to increase business competitiveness, community prosperity, and regional growth in the 12-county CenterState New York region. Mohawk Valley EDGE is the vertically integrated economic development organization serving Oneida and Herkimer Counties. MassDevelopment, the Commonwealth’s finance and development agency, works with businesses, nonprofits, financial institutions, and communities to stimulate economic growth throughout Massachusetts.

Some of the organizations partnering with NUAIR in the Alliance include Saab Sensis, SRC, Raytheon and Lockheed Martin, and colleges and universities include Rochester Institute of Technology, Massachusetts Institute of Technology, University of Massachusetts institutions, Syracuse University, Clarkson University and Northeastern University, among others (see www.nuairalliance.org for full list).

The NUSTAR facility is one component of a larger Unmanned Aerial Systems (UAS) initiative being implemented in the central New York region as part of the CNY Upstate Revitalization Initiative which provides partial state funding for key economic develop initiatives in central New York. The UAS initiative, otherwise known as the Project UAS Secure Autonomous Flight Environment (Project U-SAFE) is aimed to accelerate the integration of small UAS, operating at low altitude (below 500 feet), into the national airspace system. This five-year program will bring key government stakeholders, academia and industry partners to central New York for the development and eventual fielding of the first certified, low-altitude UAS Traffic Management (UTM) system beyond the visual line of sight.

Project U-SAFE includes several key components as summarized below:

UTM

UTM is a nation-wide initiative being researched and led by NASA. Working alongside NASA and supported by the FAA are more than 125 collaborators providing expertise in a variety of technologies and capabilities necessary to develop a UTM system. Central New York and NUAIR are working closely with the FAA, NASA and a local and national industry team to develop the critical safety cases that will lead to certification of these systems. A UTM system will be developed, certified and deployed in central New York as part of Project U-SAFE.

NUSTAR Facility

A key component of Project U-SAFE, and the subject of the RFI is the capability to perform UAS airworthiness and cyber security performance bench mark testing of UAS that are less than 55 lbs. in weight in autonomous BVLOS flight operations within a UTM system. Currently, standards are lacking for UAS airworthiness and certification. NASA will also be engaged with the NUAIR implementation team in the design and development of the NU-STAR facility. It is intended that any UAS provider that desires to fly an unmanned aerial vehicle in the NAS will come to NU-STAR for certification testing. It is anticipated that other UAS industries, collaborators and partners will locate in close proximity to the NU-STAR facility.

Drone Innovation Zone

Central New York will also invest in and build one or more Drone Innovation Zones to seed and accelerate the growth of unmanned systems-focused business startups. Further, the region will establish a law and policy institute with Syracuse University that will be dedicated to developing unmanned systems regulation and policy. Finally, investments will be made in an autonomy school that will focus on research, development, testing, and deployment of autonomous aviation systems and eventually expand to include autonomous marine and ground systems.

1.2 NUSTAR FACILITY DESCRIPTION

The NUSTAR facility pertinent to this RFI generally consists of the design, construction, ownership and/or operation of a facility to test and performance benchmark the airworthiness and cyber security of Unmanned Aerial Systems as described above. The proposed facility is anticipated to be located in Central New York and include provisions for laboratories, testing facilities, and necessary office support space to conduct a wide range of tests on UAS systems.

In collaboration with industry, NASA has conducted workshops to discuss the capabilities needed to enable low altitude airspace and UAS operations. NUSTAR will complement NASA's UAS Traffic Management initiative and could offer credible and comprehensive self-regulatory structure for small unmanned aerial systems. NASA researcher Parimal Kopardekar originated the NUSTAR concept and it is anticipated that NASA researchers will continue to provide consulting, advice, and guidance to assist in making the NUSTAR facility a reality. NUSTAR is not a NASA funded program but a NASA originated construct.

As originally envisioned by NASA, the overall objective of the NUSTAR facility is to offer standardized tests and scenario conditions to assess performance of the UAS. The following are goals identified as part of the original NUSTAR facility vision:

1. Create standardized tests and scenarios that vehicles can be tested against.
2. Identify key performance parameters of all UAS and their standardized measurement strategy.
3. Develop standardized performance reporting methods to assist prospective buyers and insurance agencies.
4. Identify key performance metrics that could be used to assess the overall safety of the UAS and operations.
5. Compare the performance of individual UAS against the minimum requirement (e.g., detect and avoid detection time, cyber protection, stopping distance, etc.)

The goal is to ensure that key performance data of a vehicle is made available, based on standardized tests. Further, to create and adopt a standard, or self-regulation, that may provide operational guidance based on a NUSTAR rating. For example, a NUSTAR rating of 5 would contain autonomous software, hardware, and sensors that allow a vehicle to operate autonomously in a safe manner. It can also abort the flight in the case where obstacle avoidance is not possible. A NUSTAR rating of 1 would mean visual line of sight and manual operations.

Additional uses of NUSTAR will also consist of conducting forensics type of tests to investigate incidents and accidents where key events could be recreated to assess root causes and lessons learned to increase safety in the future. NUSTAR will also serve as a data keeper of drone performance and capabilities. Further, it is expected that NUSTAR personnel will contribute to the

development and ongoing refinement of drone standards via participation in various standards bodies and via original research.

NUSTAR will become a national asset and is expected to be created through collaboration with many stakeholders. The facility will provide a standardized battery of scenarios, performance characteristics, data collection approaches so that the drone industry could self-regulate itself and provide guidance to consumers, insurers, and manufacturers regarding vehicle performance and their potential applications in different geographical areas.

Based on preliminary information available at this time, the facility is intended to have the minimum functional testing capabilities identified below. These functional capabilities will be modified as the facility development becomes further defined based on input from key project stakeholders and the facility advisory committee.

- Wind
 - Performance/function under varying conditions
 - Performance with and without payloads (where applicable)
- Environmental
 - Thermal
 - Ice/Rain/Fog
- EMI/EMC
 - Susceptibility to ambient EMI (unintentional and other)
 - Spectrum occupancy and compliance
- Physical/structural
 - Drop/crash testing
- Propulsion
 - Propulsion/control testing
- Cybersecurity/C2 requirements
 - Controller reliability
 - Software/system reliability testing
 - OTA update security
 - Penetration vulnerability assessment
- Autonomy
 - Navigation/guidance systems testing
 - GPS systems
 - UTM compliance
 - BVLOS performance
- Failure Mode and Effects Analysis (FMEA)

The previously referenced NASA workshops on NU-STAR capabilities identified the following preliminary list of functional requirements. These requirements will be expanded based on input from key project stakeholders and the facility advisory committee:

1. Stopping distance under detection of obstacle under normal and off-nominal conditions (e.g., fog, smoke, moving objects)
2. Wind susceptibility (at what speeds and type of winds, does a vehicle become uncontrollable)
3. Battery life under various conditions (payload, distance, temperature, etc.)
4. Time to terminate
5. Collision detection time and distance under various conflict geometries (acute, obtuse, head-on, right-angle, climbing, and descending)
6. Maximum range
7. Maximum altitude
8. Noise footprint at different speeds and altitudes
9. Ability to communicate (single or dual) under tunnel, narrow corridors, between buildings, etc.
10. Ability to operate (safely) under GPS and communication denied environment
11. Ease of use for the operator
12. Energy and forces as vehicles fall from various heights and speeds
13. Others

The following specification data were identified as important for collection:

1. Vehicle manufacturer, model, make, and year
2. Type of vehicle (e.g., multi-copter: how many copters, fixed wing, or hybrid)
3. Type of battery
4. Battery life
5. Weight
6. Payload capacity
7. Operations type (e.g., precision agriculture, delivery, search and rescue)
8. Data collection (e.g., camera, etc.)
9. Takes off from ground or lands on ground
10. Lost link or inconsistent link operation
11. Performance under off-nominal conditions related to vehicle subsystem failures
12. Cyber security considerations
13. Performance under off-nominal conditions related to communication and GPS denied environment.
14. Usability
15. Others

The following is a preliminary list of initial testing scenarios (which will be expanded based on all stakeholder discussions):

1. Narrow corridor operations between two tall walls
2. Operations with strong head wind, tail wind, etc.
3. Operations where unexpected pop up moving objects appear at various distances and angles
4. Operations under rain, fog, smog, sand storms, etc.
5. First 50 feet ascend and last 50 feet descent under presence of (simulated) moving objects such as people, soccer ball, pets, etc.
6. Demonstration of geo-fencing
7. Response to loss of link, GPS, low power, etc. safety critical scenarios
8. Ground Control Station design and performance: what do operators see, how many vehicles could be managed at a time with one operator, how easy is it to be sure that missions and contingency plans are identified and executed, overall usability ratings of their GCS, validation of flight plans, access to only authorized personnel.

An advisory committee consisting of key project stakeholders and industry experts is currently being formed to identify key functions that will need to be performed at the facility. With input from the advisory committee and key project stakeholders, NUAIR's project team will prepare a conceptual facility design that will further define the facility's functionality, layout and performance specifications. In addition, a siting analysis will be performed by NUAIR's project team to identify the preferred facility location in the central New York area. The conceptual design for the facility will serve as the basis for development of a Request for Proposals where detailed technical and financial proposals will be requested. Facility functional requirements and conceptual design are currently in progress and it is anticipated that the facility will have an approximate construction cost/budget of \$50-\$100 million. The project cost will be further validated as part of the conceptual design developed by the NUAIR project team.

1.3 RFI AND FUTURE PROCUREMENT PROCESS OVERVIEW

Through this RFI, NUAIR is seeking Expressions of Interest from Offerors that have an interest in any of the potential implementation options for the NUSTAR facility:

1. Design, Build, Own and Operate Facility (initial private equity investment)
2. Own and Operate Facility (initial private equity investment)
3. Operate Facility (Designed and Built by Others)

Offerors may submit EOIs for any of the potential implementation options listed above. The implementation strategy selected will be determined based on the RFI and RFP responses received and consultation with key Project U-SAFE stakeholders. The Offeror shall indicate clearly in the cover letter and EOI which of the potential implementation options for which the Offeror is submitting qualifications. Offerors may express interest in more than one option if desired. Offerors are advised that a response to this RFI is encouraged, but not a requirement for participation in the upcoming RFQ/RFP process.

A NUSTAR Pre-Procurement Industry Day will be conducted prior to issuing the SIR/RFQ where interested parties may ask questions of NUAIR and key project stakeholders to assist in the further refinement of the procurement process. The specific date for the conference has not yet been determined and will be disseminated to interested parties once available.

The Project will be partially funded with State monies, thereby requiring that Offerors adhere to all pertinent federal, state and local requirements.

NUAIR will use a two-phase procurement process to select an Offeror(s) to deliver the Project. A Screening Information Request (“SIR”) will be issued as part of the first phase to solicit information, in the form of SOQs, that NUAIR will evaluate to determine which Offerors are the most highly qualified to successfully deliver the Project. NUAIR reserves the right to prequalify a number of vendors at their sole discretion. In the second phase, NUAIR will issue a Request for Proposals (“RFP”) for the Project to the short listed Offerors. Only the short listed Offerors will be eligible to submit proposals for the Project. Each short listed Offeror that submits a proposal in response to the RFP (if any) is referred to herein as a “Proposer.” NUAIR will award contract(s) for the Project, if any, to the most responsive and responsible Proposer(s) to be determined as described in the RFP.

Interested Offerors are advised that in addition to the technical merits associated with the development of the NUSTAR facility, important objectives include creating and maximizing direct and indirect employment opportunities in the Central New York region as a result of the project and to attract new businesses to the region. This includes halo’ firms that can, through their supply chains and other business networks, encourage other firms to locate and expand jobs in the region. Further, NUAIR and the State of New York are seeking to maximize the value of state funding in the project and will give strong consideration in the selection process to Offerors that

provide the greatest degree of private sector capital investment in the facility and commitment to job creation in the region.

1.4 PROJECT GOALS

The following primary goals have been established for the Project:

A. Financial/Economic

- Implement innovative design and construction solutions through a public private partnership to maximize the value of taxpayer investment and implement the facility in a cost-effective manner.
- Implement a facility with competitive testing rates.
- Create new jobs and economic opportunities in the CNY region related to UAS.

B. Schedule

- Select Offeror(s) in Summer 2017.
- Offeror engagement with Interim NUSTAR facility in Summer 2017.
- Begin construction in early 2018.
- Complete construction by Summer 2019.

C. Quality

- Preservation of the NUAIR project team’s design intent and level of quality as identified in the conceptual design documents provided with the future RFP.
- Provide a world class facility that minimizes future maintenance by operational staff.

D. LEED/Sustainable Infrastructure

Provide a facility that maximizes to the extent practical the use of green and sustainable infrastructure technologies and solutions. The facilities shall be designed and constructed applying the principles and practices of sustainable design and development using U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) for New Construction and Major Renovations 2009, Version 3.0 Green Building Rating System with the initial objective to achieve a “Gold Rating”. The selected Offeror shall assess the cost-effectiveness of achieving various LEED objectives during the design phase of the project.

E. Safety

- Complete construction and operation of the facility in a safe manner and in accordance with all appropriate Federal, State and local requirements.

F. Environmental Compliance

- Adhere to local, State and Federal environmental regulations and permits that are required in executing and completing the project.

G. Commitment to Partnering and Collaboration

- NUAIR desires a collaborative working relationship with the selected Offeror(s) that will work in partnership with NUAIR's project management team and the other stakeholders that have an active interest in successful development of this project.
- A facility that fosters collaboration with industry and academic institutions.
- Minimize/eliminate disputes and claims during project execution.

1.5 OFFEROR INFORMATION

To allow receipt of any addenda or other information regarding this RFI, each Offeror is solely responsible for ensuring that NUAIR's Project Manager as described in Section 2.2 has its contact person name and e-mail address.

1.6 EOI DUE DATE, TIME AND LOCATION

All EOIs must be received in hard copy format by 3:00 p.m., Eastern Standard Time on March 7, 2017, and must be delivered to the following:

Lawrence H. Brinker, Esq.
President & CEO (Interim)
NUAIR Alliance
115 West Fayette Street
Syracuse, NY 13202
Phone: 315-470-1835
lbrinker@nuair.org

One (1) bound copy of the EOI are required (8.5"x11" format). Two electronic copies of the complete EOI shall be provided in PDF format (one single PDF file for the EOI) on two separate USB flash drives.

2.0 FUTURE PROCUREMENT PROCESS AND GENERAL INFORMATION

2.1 PRELIMINARY PROCUREMENT SCHEDULE

A summary of the anticipated future procurement process milestone dates is provided below. This schedule is subject to revision by the RFP and addenda to this RFI.

Expression of Interest Issued	February 13, 2017
Expression of Interest Due	March 7, 2017
Pre-Procurement Industry Day	March 15-16, 2017 (tentative)
Issue SIR/RFQ	March, 2017
SIR/RFQ due date	April, 2017
Evaluation of SIR/RFQ	April, 2017
Notify short listed Offerors	April, 2017
Issue RFP	May, 2017
Technical and Price Proposals due	June, 2017
Evaluation of Technical Proposals	June, 2017
Potential Interviews	June, 2017
Select Offeror	July, 2017
Anticipated Notice to Proceed	July, 2017
Project Design Completion	June 2017-December 2017
Construction Commencement	January, 2018
Construction Completion	August, 2019

2.2 NUAIR PROJECT MANAGEMENT

NUAIR will administer the execution of the project through procurement, design, construction and commissioning. All inquiries and comments regarding the Project shall be directed to:

Lawrence H. Brinker, Esq.
Executive Director and General Counsel
NUAIR
115 West Fayette Street
Syracuse, NY 13202
Phone: 315-470-1835
lbrinker@nuair.org

WITH COPY TO:

Robert N. Duclos, P.E.
Senior Vice President
C&S Companies
499 Col. Eileen Collins Blvd.
Syracuse, NY 13212
Phone: 315-455-2000
bduclos@cscos.com

2.3 RESERVED RIGHTS OF NUAIR

NUAIR reserves to itself all rights available to it under applicable law, including without limitation, the following, with or without cause and with or without notice:

1. Withdraw or cancel this RFI in whole or in part at any time prior to the execution by NUAIR of a contract, without incurring any cost obligations or liabilities
2. Issue a new RFI
3. Modify dates set or projected in this RFI
4. Waive any informalities, irregularities or omissions in a EOI
5. Issue addenda to this RFI.
6. NUAIR makes no guarantee that a Request for Qualifications (SIR) or Request for Proposals (RFP) will be issued for this Project.

EOIs received become the property of NUAIR. NUAIR assumes no obligations, responsibilities, and liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties responding to this RFI. All such costs shall be borne solely by the Offeror. In no event shall NUAIR be bound by, or liable for, any obligations with respect to the project until such time (if at all) as a contract, in form and substance satisfactory to NUAIR, has been authorized and executed by NUAIR and, then, only to the extent set forth therein. NUAIR makes no representations that the contract will be awarded based on the requirements to this RFI.

3.0 CONTENT FOR EXPRESSION OF INTEREST

3.1 GENERAL

This section describes minimum information that must be included in the EOI. EOIs must follow the outline of this Section 3.0. Offerors shall provide brief, concise information that addresses the requirements of the Project. In addition, through this RFI, NUAIR is seeking pertinent ideas that Offerors may suggest that may help shape and advance the forthcoming procurement process for the facility.

The EOI shall be prepared on standard 8.5" x 11" paper and shall be in a legible font size (10 or larger). Type size for graphics, charts, diagrams and tables, shall be of an appropriate font and size for the application, and must be clearly readable without magnification assistance to the normal eye. Page size for charts and figures may be up to 11" x 17" if necessary. Text lines will be no less than single-space. All pages of each EOI shall be appropriately numbered, and identified with the project name. For ease of reference, page numbering by section (i.e., 1-1, 2-1.1, etc.) and tabs/section dividers are required. The RFI response is strictly limited to 50 pages single sided equivalent.

Offerors are advised to submit enough information to enable NUAIR to fully ascertain each Offeror's capability to perform all of the requirements contemplated by this RFI. The information submitted with each RFI should be complete and concise, but not overly elaborate. Any submitted materials not required by this RFI (such as company brochures) shall be relegated to appendices. Excessive reliance on promotional brochures is discouraged.

Documents submitted pursuant to this RFI may be subject to the New York State Freedom of Information Law (FOIL). If the Offeror submits information in its EOI that it believes to be confidential business information that it wishes to protect from disclosure, the Offeror shall mark such information. Documents provided by the Proposer marked "Trade Secret", "Confidential" or "Proprietary" and any financial records provided by the Offeror shall be submitted in a separate sealed envelope clearly identified, labeled and addressed in the same manner specified for EOI. NUAIR will use reasonable efforts to notify impacted Respondents of any FOIL requests concerning an EOI, and to consult with impacted Respondents prior to a government entity releasing any information to the public under FOIL. Ultimately, the government entity that possesses the document reserves the right to determine if information falls within an exemption or should be released to the public pursuant to a FOIL request. Moreover, in the event of arbitration or litigation, the documents shall be subject to discovery, and NUAIR assumes no responsibility for safeguarding the documents unless the Offeror has obtained an appropriate protective order issued by the arbitrator or the court.

3.2 QUANTITIES

One (1) bound copy of the EOI is required (8.5"x11" format). Two electronic copies of the complete EOI shall be provided in PDF format (one single PDF file for the EOI) on two separate USB flash drives.

The outside of the sealed EOI packages must be clearly identified and labeled as follows:

1. Return address: Offeror's name, contact person's name, mailing address
2. Date of submittal
3. Contents labeled as "NUAIR NU-STAR Facility" "Expression of Interest"

3.3 EOI FORMAT/ORGANIZATION

The following describes the information that is required and how it is to be organized in the EOI.

EOI COVER

The front cover of each EOI must be labeled with "NUAIR NUSTAR Facility" "Expression of Interest"; date of submittal and the name of the Offeror.

COVER LETTER

Provide a Cover Letter stating the business name, address, business type (e.g., corporation, partnership, joint venture). Identify one contact person and his or her address, telephone and fax numbers, and e-mail address. This person shall be the single point of contact on behalf of the Offeror organization, responsible for correspondence to and from the organization and NUAIR. NUAIR will send all Project-related communications to this contact person. The Offeror shall indicate clearly in the cover letter and EOI which of the potential implementation options (see Section 1.0 of RFI) Offeror is interest in participating.

TABLE OF CONTENTS

The EOI shall contain a detailed table of contents. The Table of Contents will identify major areas, paragraphs and subparagraphs by number and title as well as by page number locations. Tab indexing will be used to identify Sections as appropriate.

SECTION 1 – PROJECT TEAM INFORMATION

- Provide a narrative summary of the capability and capacity of each Principal/Major Participant on the project team. Information shall include the company size, services provided, geographic location(s), number of employees and other information that would be considered important to adequately describe each company on the project team.

SECTION 2 – EXPERIENCE AND QUALIFICATIONS

- Describe the experiences for the prime Offeror on at least 3-5 projects of similar nature, size and complexity that the Offeror has managed, designed, constructed, owned and/or operated that is complete or substantially completed. Representative projects shall have

been substantially completed in the last 10 years.

- Provide information for previous projects demonstrating ability to create jobs and economic growth as a result of the Offeror's participation.
- Provide information demonstrating previous experience in providing equity investments in similar projects.

SECTION 3 – PROJECT APPROACH

Provide a narrative description of your approach with regard to the following:

- Provide a narrative of how the Offeror would intend to manage the project during design, construction and operation.
- Describe capabilities and experience with operating similar facilities (if an Offeror is proposing to operate the facility).
- Provide information on the anticipated number and types of full-time jobs (i.e., management, engineering, administration, etc.) that may be necessary to operate the facility. For the purpose of this criteria, the following definitions apply to job statistics:
 - Definition of Full-time Permanent Employee: (i) a full-time, permanent, private-sector employee on the Recipient's payroll, who has worked at the Project Location for a minimum of 35 hours per week for not less than four consecutive weeks and who is entitled to receive the usual and customary fringe benefits extended by Recipient to other employees with comparable rank and duties; or (ii) two part-time, permanent, private-sector employees on Recipient's payroll, who have worked at the Project Location for a combined minimum of 35 hours per week for not less than four consecutive weeks and who are entitled to receive the usual and customary fringe benefits extended by Recipient to other employees with comparable rank and duties.
 - Definition of Full-time Contract Employee: a full-time private sector employee (or self-employed person) who is not on the Recipient's payroll but who works exclusively for the Recipient at the project location for a minimum of 35 hours per week for not less than four consecutive weeks, providing services that would otherwise be provided by a Full-time Permanent Employee. The position held by a Full-time Contract Employee must be a year-round position.
- Describe capabilities and experience with ownership and operations of similar facilities (if an Offeror is proposing to own and operate the facility).

SECTION 4 – OFFEROR INPUT FOR NUAIR CONSIDERATION

NUAIR is seeking pertinent ideas/input that Offerors may suggest that may help shape and advance the forthcoming procurement process and conceptual development of the facility. Offerors may utilize this section of the response to provide information to assist NUAIR in the upcoming procurement process and development of the facility. Specific areas for consideration include, but are not limited to, the following:

➤ **Business/Financial**

- Input on type of business model that would result in a successful facility. Offeror may, and is encouraged to provide specific information on the level or range of private capital investment that can be provided for consideration by NUAIR. Such information shall be marked confidential business information and will be treated as such by NUAIR at this time.
- Facility ownership and operational considerations
- Number and type of customers envisioned
- Facility throughput/processing requirements
- Staffing considerations and full-time job creation estimates
- Annual operating costs
- Fees for services

➤ **Facility Design**

- Testing requirements/considerations
- Design/layout suggestions
- Special features/functional requirements
- Specialized equipment needs and considerations

➤ **Potential Partners/Industry Collaborations**

- Identify other partners or industry collaborations that Offeror believes may enhance development of the facility.

➤ **Other**

- Provide other input that Offeror may consider beneficial for consideration by NUAIR in development of the facility.