



Synergy | Convergence | Resilience

SECUREAMERICA INSTITUTE: PROJECT CALL

RFP NUMBER: TEES-RFP-2482

Project Call Release Date	August 19, 2020
RFP Questions Cutoff	August 28, 2020
Phase 1: Project Concept Submission	September 4, 2020 (5:00 PM CST)
Phase 2: Project Proposal Submission	October 2, 2020 (5:00 PM CST)
Award Notifications	October 19, 2020

TO APPLY TO THIS PROJECT CALL, PROPOSER NEED TO CREATE AN ACCOUNT AND SUBMIT PROPOSAL DOCUMENTS THROUGH AGGIEBUY:

<https://na.eventscloud.com/ereg/index.php?eventid=565873>

PROPOSALS WILL BE RECEIVED UNTIL THE DEADLINE FOR RECEIPT. IF YOU ENCOUNTER ANY ISSUES OR CONCERNS WITH AGGIEBUY, PLEASE EMAIL SECUREAMERICA@TAMU.EDU. QUESTIONS REGARDING THE CONTENT OF THE RFP MUST BE POSED THROUGH AGGIEBUY.

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1 PROJECT CALL OVERVIEW

Funding Opportunity Title: SecureAmerica Institute Project Call (TEES-RFP-2482).

Dates: Questions regarding the RFP may be posed through the AGGIEBUY site under TEES-RFP-2482 through **August 28, 2020 at 5:00 PM (CST)**. Responses to the questions will be posted on the AGGIEBUY site under TEES-RFP-2482 and will be available to all proposers.

Phase 1: Project Concept Form submissions must be submitted through AGGIEBUY under TEES-RFP-2482 and must be received no later than **September 4th, 2020 at 5:00 PM (CST)**. Submissions received after the deadline will not be considered.

Phase 2: Project Proposal submissions must be submitted through the Texas A&M AGGIEBUY system under TEES-RFP-2482 and must be received no later than **October 2nd, 2020 at 5:00 PM (CST)**. Submissions received after the deadline will not be considered.

Submission Instructions: Proposal submission will be conducted utilizing the AggieBuy business portal. After creating an initial account, proposal teams access and download relevant proposal documents. The portal is the single point for submission of questions. Details of the AggieBuy system are further described in paragraph 3.4 of this document.

Funding Opportunity Description: The Texas A&M Engineering Experiment Station is soliciting competitive proposals supporting the SecureAmerica Institute (SAI) mission of providing world-class leadership in securing the U.S. manufacturing sector and defense industrial base through applied research, education and workforce development, and technology transition. Applications must demonstrate that the project has the potential to increase the security and resiliency of U.S. manufacturing and defense supply chains.

Total Amount to be Awarded: SAI is targeting to make available approximately \$2,000,000 in SAI funds. This funding is intended to support multiple awards. A proposed project must not exceed \$250,000 SAI funding over 9 months. Smaller project sizes will be considered.

Applicant Eligibility: Applicant must be a SAI Member by the time of Phase 2 proposal submission on October 2, 2020. Individuals supported by an awarded agreement as a result of this RFP must be U.S. Citizens prior to award.

Cost Share Requirement: This project requires a cost share of at least a 100% match of SAI funding with further cost share considered as an evaluation criterion.

Period of Performance: 9 months or less with an anticipated start date no later than November 2, 2020.

2 PROGRAM DESCRIPTION

2.1 Background

Secure and Trusted Data-Driven Manufacturing Supply Chains for Competitiveness, Resilience and Risk Mitigation

Manufacturing supply chains (SCs) have recently experienced tremendous stresses due to flus and pandemics, disruptive weather, supplier breakdowns, trade wars and other geopolitical events, cyberterrorism, piracy, and IP theft. The COVID-19 pandemic is a stark example of today's volatile, uncertain, complex, and ambiguous (VUCA) environment and is reshaping manufacturing SCs. Companies and federal agencies alike, are now realizing that efficiency cannot be the sole economic virtue as it often comes at the expense of resilience. Indeed, during the pandemic, the world has witnessed dramatic surges in customer demand for some SCs (groceries, household products), dramatic decreases in customer demand for other SCs (essentially everything else that is non-healthcare related), and not only dramatic surges in the demand of healthcare related products and equipment but also demand that quickly shifts geographically. These stresses have revealed the fragility of the modern SC, resulting in a heightened interest in manufacturing SC resilience and agility – the ability to quickly adjust to sudden disruptive changes that can negatively affect manufacturing SC performance by recovering quickly to its pre-disruption state or even grow to a more desirable state such as increasing customer service, market share, or financial performance.

As the need to repatriate agile and resilient manufacturing SCs critical for the defense, security and competitiveness of the U.S. becomes increasingly pressing, the SecureAmerica Institute embraces the necessary interdisciplinary paradigm focusing on **Secure and Trusted Data-Driven Manufacturing SCs for Competitiveness, Resilience and Risk Mitigation**. While SC security clearly refers to both physical security and cyber security, the increasing volume, variety, and velocity of data can be used to increase profitability and competitiveness (by 'monetizing' data) while supporting dynamic resilience and reducing risk. As real-time data take on a more prominent role in the control and management of manufacturing SCs, the importance of cyber security grows even more. Indeed, real-time data can be used throughout the six stages of the resilience to predict (through predictive analytics), detect, respond to, recover from, learn from, and be used to better understand what intelligent and adaptive adversaries have learned from a disruption. Trusted SC stakeholders further ensure supplier base health and maturity, supplier stability, and the delivery and integrity of work-in-progress (WIP) materials and final products that meet quality and manufacturing specs while being delivered on time. Further, SC resilience hinges upon dynamically integrated logistics capabilities leading to sustainable competitive advantage. Finally, SC risk management and risk mitigation strategies have developed at the intersection of SC management and risk management over the last two decades and feature at the top of the today's C-level agenda.

With this first call for proposals, the SecureAmerica Institute explores the development of the necessary interdisciplinary, science-based strategies that the U.S. manufacturers and government need to implement in today's disruptive VUCA era.

2.2 Technical Objectives and Requirements

Forecasting and Decision Support Systems (FDSS)

Primary risk factors for the manufacturing SC (further revealed by the pandemic) include the following: (i) Sales forecasts during disruptions, surges and periods of high volatility are wrong; (ii) Demand forecasts do not consider the associated risks; (iii) Demand forecasts only accommodate sales by normal customers and products during “normal times”. Therefore, new strategies for customer collaboration and decision support systems are necessary for achieving more realistic forecasts for base demand (artificial intelligence (AI) and machine learning (ML) can be critical) and for capturing the ability of the U.S. manufacturing SCs to rebound from disruptions and inaccuracies. Indicatively, in this first call we want to explore the following issues for the U.S manufacturing SC:

- **Technical Topic – FDSS 1:** Identify emerging needs and vulnerabilities in defense and national infrastructure capabilities; map the SC needs based on cost, logistics, foreign dependence etc. and enable sensitivity analyses of disruption;
- **Technical Topic – FDSS 2:** Develop forecasting models based on future market needs leveraging AI and ML;
- **Technical Topic – FDSS 3:** Complete a sensitivity analysis of what methods, hardware or software improvements offer the greatest benefit to increasing additive manufacturing (AM) process productivity;
- **Technical Topic – FDSS 4:** Design of SC networks having AM capacity (for both the Defense and Private sectors); and
- **Technical Topic – FDSS 5:** Develop user friendly decision support systems based on data-driven analytics that support the design of reconfigurable SC networks having AM capacity that are efficient, resilient, and cybersecure.

Next Generation SC Resilience and Risk Mitigation Strategies (SCR2M)

SC resilience can be strengthened by increasing the inventory levels of raw material, work-in-progress, and the final product; by adding manufacturing and/or storage capacity to improve manufacturing surge capability; and by increasing the number and ensuring the surge capability of suppliers of key materials or work-in-progress to mitigate potential supplier disruption. However, such risk mitigation techniques can be expensive. Competitive advantage will result if a firm’s SC resilience and agility is identical to the competition’s but at lower cost. Data-driven rebalancing of inventories by transshipment of raw materials, work-in-progress, and finished products can be part of the solution. SC resilience, risk and disruption mitigation, and agility can be further enhanced by also relocating portable, modular production capacity (e.g., small 3D printers, bioreactors) and/or storage capacity (e.g., smart lockers) based on real-time data-driven demand analysis. In this first call we intend to explore the following issues:

- **Technical Topic – SCR2M 1:** Build resilience in manufacturing SCs during the six stages of resilience: prediction, detection, response, recovery, learning/debriefing, assessing what the adversaries have learned. Develop decision support systems based on data-driven analytics that support the design of competitive SC networks that can be either lean or agile, depending on need, given intelligent adaptive adversaries;

- **Technical Topic – SCR2M 2:** Ensure a strong domestic supplier base for manufacturing SCs critical to the security and economic competitiveness of the nation (defense, pharmaceuticals, etc.): Developing appropriate risk mitigation strategies (e.g. source diversification with domestic and /or nearshored suppliers); Employing lessons learned from best practices in global SC management for developing; and nurturing a world class domestic supplier base capable of coping with demand surges due to disruptive non-domestic events (e.g., weather, geopolitics, pandemics);
- **Technical Topic – SCR2M 3:** Repurpose existing manufacturing assets for meeting critical needs during a crisis , e.g. a total collapse in the oil industry. Develop or identify flexible and distributed manufacturing processes; in what ways might we quickly repair a broken link in the SC;
- **Technical Topic – SCR2M 4:** Increase manufacturing cyber-resilience: Develop emerging cell manufacturing and distribution systems with concept of “cybersecurity by design”; Apply AI/ML techniques to identifying and detecting cyberattacks in cell manufacturing systems from massive and complex data collected by sensors, smart and automated equipment, etc.;
- **Technical Topic – SCR2M 5:** Develop a comprehensive sensor fusion methodology for manufacturing security applications which include sensor selection, deployment, and cross-validation; Develop efficient data analytics algorithms for real-time analysis of large scale, multi-channel, heterogeneous/hybrid data streams to predict and detect impending anomalies; Demonstrate the potential of expanding the methodology to Secure and Trusted Data-Driven Manufacturing Supply Chain where multi-source, complex and heterogeneous sensors and data are involved; and
- **Technical Topic – SCR2M 6:** Develop a robust manufacturing supply chain design approach with the concept of “built-in security” or “security by design;” Enhance supply chain resilience with the holistic lifecycle approach (identify, protect, detect, respond, and recover); Develop models and methods for optimizing cyber-resilience of manufacturing supply chains by balancing risks and costs; Develop a case study for demonstrating secure and trusted manufacturing supply chain for unique industry applications, such as emerging bio-/cell-manufacturing.

Trusted Data, Products, and Processes (TDPP)

The economics of IIoT, Smart Manufacturing and Industry 4.0 technologies depend on sharing manufacturing data securely from sensor-to-supply chain, machine-to-machine, and machine-to-human-to-machine wherever and whenever there is value. The value in manufacturing cybersecurity technology, practices and training for securely sharing data for business and operational opportunity is as important as the need for protecting and mitigating unwanted attacks and access to data and intellectual property. The COVID-19 pandemic has revealed just how important industry data flow and exchange within manufacturing ecosystems and supply chains are to cyber opportunity, cyber- and data-security, and sustainability at a global scale. Manufacturing globally has already been demanding higher precision materials and products in smaller lots, produced and delivered faster, cheaper and more safely, and with minimal effect on the environment. The pandemic, as a global sustainability risk, has abruptly added significantly greater priority on data requirements for supply chain resiliency, agility with rapid production change, deploying the manufacturing workforce differently for health and safety, and addressing

other values beyond just driving cost out of supply chains. Secure and trusted manufacturing data sharing by definition connects manufacturing across line operations, value chains and supply chains for new productivity, precision and performance business opportunities. Data assurance, confidentiality, and availability need to assume an environment of mistrust for data to be trusted - enforceable business agreements, service level agreements, validated protections, privacy and security for different kinds of sensitive or protected data, and the granular and carefully managed sharing of intellectual property. Security and privacy attacks as well as operational situations in which data are not shared or exchanged with trust or as expected all require explicit access control systems and rapid recourse and mitigation strategies.

Distributed manufacturing is expected to increasingly play an important role in the manufacturing ecosystem and the circular economy. It lowers the capital barrier for manufacturing and enables rapid transitions between manufacturing product lines and the democratization of manufacturing. Securing supply chains will be a core for enabling effective distributed manufacturing. Supply chain traceability is the process of tracking the of products and their inputs, from the very start of the supply chain through to end-use and re-use. In addition to the obvious concerns about quality control, part provenance, and design IP, this capability will enable a more fluid supply chain and use of more and diverse subcontractors and suppliers based on immediate demand and provider availability. To ensure that manufactured parts/products meet OEM-acceptable quality standards requires a traceable pathway throughout the manufacturing process. Such traceability requires verification of each physical component and verification of system subassemblies produced from multiple suppliers. Sample technologies for enhancing trusted products include block-chain, dynamic watermarking, microbiome and DNA tracking.

The increasing trend of IT/OT convergence is driving manufacturers to develop a holistic and harmonized approach to security in order to operate and ensure trusted manufacturing processes to deliver optimized process performance, produce quality products and reduce business risks. A trusted manufacturing process can be defined as a system that has security as a basic requirement built in inherently and encompasses capabilities of checking incoming feedstock provenance, performing manufacturing operations reliably to produce quality parts as designed, providing secure real-time manufacturing data for process monitoring, control and protection, and presenting and communicating detailed track-and-trace information for outbound finished goods. The security functions in a trusted manufacturing process are enabled by the smart connected sensors, devices and controllers, advanced attack detection and prevention through edge computing and data analytics, and secure data exchange and connectivity protocols with other processes/systems in the manufacturing plant and supply chain. Trusted manufacturing processes will be a core component in the secure and trusted data-driven manufacturing supply chains.

We seek technologies to meet this need and examples may be block-chain, microbiome and DNA tracking. In this first call we intend to explore the following issues:

- **Technical Topic – TDPP 1:** Develop a method to characterize the expected behavior of a robot behavior over time, based on a given exchange of data; developing a method for determining if data transmitted from a manufacturing robotic system or Logistics AMR robot to a monitoring, archiving, or controlling system, after the robot download a drawing, instructions set, data set or other entity is with in expected parameters;
- **Technical Topic – TDPP 2:** Operating in a state of mutual distrust. 5G has the potential to revolutionize manufacturing, yet it must be used in secure ways. Key problems include

secure deployment and communications, device management and situational awareness, supply chain integrity, and flexible configuration to enable different use cases. Approaches to these problems may include cryptographic and network protocol design, wireless spectrum monitoring and declarative specifications of device behavior, surveys and case studies, or tamperproof hardware, device attestation, and strong access control;

- **Technical Topic – TDPP 3:** Trusted data exchange between two business entities in a supply chain is problematic if: 1) A data exchange is expected by agreement but the exchange doesn't occur or happen at the right time; 2) A data exchange is expected by agreement but the data expected are corrupted, unvalidated or not correct; 3) There is a successful security breach that has resulted in an unwanted data exchange or data are corrupted in an expected exchange as a result of the breach; or 4) One entity is attacked as a result of a breach at another entity. Please demonstrate how these and any other scenarios can be considered together, distinguished and mitigated. With respect to a security attack, define the threat vectors of interconnectedness, demonstrate how outside attacks can be better identified and dealt with by both entities together and how data and operations are protected while expected, correct data exchange is distinguished and proceeds;
- **Technical Topic – TDPP 4:** A key challenge in the transition to 5G is the enhanced support of multiple network tenants (including both virtual network operators and enterprises) with controls throughout the cellular stack, ranging from the radio access network (RAN) through the network core. Simultaneously, communications between devices may traverse multiple nation states. There is a strong need to deeply investigate the implications of this new threat and trust model as well as development of novel tools and techniques to validate the underlying systems and hardware protections (e.g., access control enforcement) and network protocols (e.g., cryptographic protocols);
- **Technical Topic – TDPP 5:** How would the IOTT platform interrogate a recently repaired upgraded or maintained robot before allowing it to re attach to the IIOT; Enabling IIOT systems to self detect malicious Hardware and Software elements that may have been knowingly or unknowingly installed on a factory device or logistics AMR during an update, repair, or maintenance event; and
- **Technical Topic – TDPP 6:** Architect systems so that they can automatically restore themselves to a pre attack trusted state and continue operation.

3 APPLICATION AND SUBMISSION INFORMATION

3.1 Application Process

SAI will follow a Request for Proposal (RFP) and Project Execution Process shown in Figure 1.

The SAI RFP and Project Execution Process entails a two phase application process.

Phase 1: Project Concept Form

Phase 1: In Phase 1, Applicants will complete the Project Concept Form summarizing their team's approach. Project Concept Forms will be evaluated and selected by the Project Selection Committee based on the evaluation process detailed in Section 4.2. SAI will be in communication with all submission teams to notify them whether or not they will be proceeding to Phase 2: Project

Proposal.. *Note: Only those applicants that pass the down-select process will move forward to Phase 2: Project Proposal.*

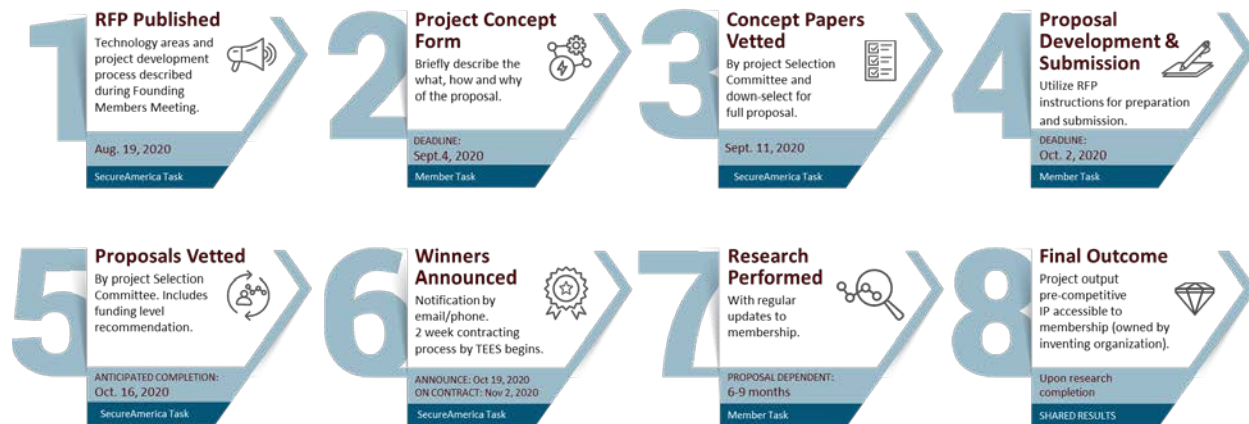


Figure 1: 8 Step Process Detailing RFP to Deliverables.

Phase 2: Project Proposal

Phase 2: In Phase 2, Applicants have the opportunity to provide the Project Selection Committee greater detail of the Project Concept Form submitted previously. In the proposal phase, applicants will develop a Project Proposal including, a technical volume and cost volume. Applications will be reviewed by the Project Selection Committee based on the evaluation process detailed in Section 4.2.

Award of contract(s) resulting from this Project Call will be based upon the most responsive Applicant(s) whose offer(s) will be the most advantageous to the SAI mission in terms of cost, functionality, and other factors such as manufacturing industry impact as specified in this Project Call.

TEES reserves the right to:

- Reject any or all offers and discontinue this Project Call process without obligation or liability to any potential Proposer.
- Accept other than the lowest priced offer.
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers.
- Award more or less than one contract for any topic described in within Section 2 of this Project Call.
- Award more or less than the Project Call advertised award based on the quality of the submissions.

3.2 Application Format

Phase 1: Project Concept

Applicant Project Concept submissions shall use the Project Concept Form found as a supplemental document to this Project Call.

Phase 2: Project Proposal

Applicant Project Proposal submissions should follow the following format guidelines:

1. Proposal shall have a Cover Page containing: Project Title, Applicant Organization, Primary Technical Point of Contact (POC), Primary Business POC, Partner Organizations, Estimated Cost (SAI Funding and Applicant Cost-Share).
2. Page limit for the proposal sections shall be as follows:
 - a. The Technical Volume is limited to (10) pages. Information beyond 10 pages will not be considered. The page limit includes table of contents (if included) and the required sections within the technical volume.
 - b. The Cost Volume is limited to (3) pages. Information beyond 3 pages will not be considered. The page limit includes table of contents (if included) and the required sections within the cost volume. A budget template is available for download through Aggiebuy.
 - c. The Project Team Appendix is limited to (5) pages. Information beyond 5 pages will not be considered. The page limit includes table of contents (if included).
3. Figures and tables must be numbered and referenced in the text by that number. They should be of a size that is easily readable and may be in landscape orientation. They must be formatted to print on an 8.5 x 11 inch paper size.
4. Proposals are to be prepared using Times New Roman (11 point minimum), single-spaced. Smaller font may be used in figures and tables, but must be legible.
5. The Project Proposal must be in portrait orientation except for figures, graphs, images, and pictures. Pages shall be single-spaced, 8.5 by 11 inches, with at least one-inch margins on both sides, top, and bottom.
6. Number pages sequentially within each section of the proposal showing proposal section and page number.
7. Proposal language shall be English.

3.3 Application Content

Phase 1: Project Concept

Phase 1: Project Concept requires the use of the Project Concept Form found as a supplemental document to this Project Call. The Project Concept Form requires responding organizations to focus on the proposal ideas while documenting what you plan on doing, how you plan on doing it, and why SAI should select the project ideas to advance in the application process.

Phase 2: Project Proposal

Phase 2: Project Proposal requires Applicants to submit a proposal consisting of a Technical Volume, Cost Volume, Project Team Appendix, and Supplemental Exhibits. Each section should contain the information detailed in Table 1.

I. Technical Volume (Max 10 Pages)	
Executive Summary (Max 1 Single-Sided Page)	A concise synopsis of the Applicant’s response to the Project Call, clearly indicating the project topic areas(s) from Section 2 being addressed.
Problem Statement and SAI Relevance	A description sufficient to permit evaluation of the proposal in accordance with evaluation criterion 1.
Approach and Methodology	A description sufficient to permit evaluation of the proposal in accordance with evaluation criterion 2.
Transition and Industrial Base Impact	A description sufficient to permit evaluation of the proposal in accordance with evaluation criterion 3.
Project Management Approach	A description sufficient to permit evaluation of the proposal in accordance with evaluation criterion 4.
II. Cost Volume (Max 3 Pages)	
Cost Estimates	Include a cost breakdown by project phase and estimates of expenses. Proposals are required to have a minimum of 1:1 recipient cost share. Proposals with less than 1:1 recipient cost share will not be considered. Federal, State, Local, and Internal funding may be identified as leveraged funds, and are eligible to be counted as recipient cost share. The Applicant shall submit a cost proposal in a separate volume marked “Proprietary Cost Proposal,” clearly identifying requested funding and cost share.
III. Project Team Appendix (Max 5 Pages)	
Qualifications and Relevant Experience	Include biographies and relevant experience of key team staff and management personnel. Describe the qualifications and relevant experience of the types of staff that would be assigned to this project by providing biographies for those staff members.
IV. Exhibits	
Exhibit I	Identification of Background Intellectual Property using the form included in this Project Call
Exhibit II	Letters of Commitment, detailing the organization name, point of contact, phone, email, summary of the agreed role, dollar value and description of proposed cost share from the team member
Exhibit III	Publication of Consortium Developed Intellectual Property agreement using the form included in this Project Call.
Exhibit IV	Identification of project Consortium Developed Intellectual Property, owning organization(s), and acknowledgement of any deliverable ITAR/EAR restrictions using the form included in this Project Call
Exhibit V	Proposal Cost Summary

Table 1: Project Proposal Content Requirements.

3.4 Submission Information

All proposal preparation and submission activities will be conducted utilizing the AggieBuy business portal.

Establishing the AggieBuy account is a three step process.

1. Go to the following link: <https://na.eventscloud.com/ereg/index.php?eventid=565873>.
2. Fill out the form and submit. You will receive a confirmation email from the SecureAmerica Institute (secureamerica@tamu.edu) documenting your submission details.
3. Within 24 hours you will receive a notification email from JAGGAER Support (aggiebuy@scquest.com). When your account is activated, log in and begin work.

The AggieBuy Portal supports proposal development and submission with eight distinct support sections.

1. Summary Section: This section provides project call overview information. **No action is required.**
2. Prerequisites Section: This section provides a list of prerequisites which submitters must certify for participation in the project call. **This must be completed before the submitter is allowed to upload documents.**
3. Buyer Attachments Section: This section provides submitters with the ability to download key documents. Documents include the RFP, Project Concept Form, Budget Template, and Award Terms and Conditions. Supplier Attachments Section: This section provides submitters the ability to the upload proposal documents.
4. Questions Section: **This section is not used.**
5. Items Section: This section allows submitters to upload high level budget information.
6. Review and Submit Section: This section provides submitters with the current status of required items for submission. Final proposal submission occurs in this section with activation of the “Submit Response” button.
7. Question and Answer Board: This section provides the capability for submitters to ask questions. It is the only accepted method to ask questions of the SAI team regarding the RFP.

Any Project Concept or Project Proposal received after the required time and date specified below respectively shall be considered late and non-responsive. Any late submissions will not be evaluated for award. SAI is not responsible for system malfunctions or undeliverable email.

Specific submission information for each phase of the application process is as follows:

Phase 1: Project Concept

All Project Concept Forms shall be submitted in The Texas A&M University System AggieBuy platform to the appropriate RFP by **September 4th, 2020**. The Project Concept Form shall be submitted as a PDF file with the naming convention [INSERT APPLICANT ORGANIZATION]_Project_Concept_Form_TEES-RFP-2482.PDF.

Phase 2: Project Proposal

All Project Proposals shall be submitted in the Texas A&M University System AggieBuy platform to the appropriate RFP by **October 2nd, 2020**. The Project Proposal shall be submitted as a single PDF file combining all volumes with the naming convention [INSERT APPLICANT ORGANIZATION]_Project_Proposal_TEES-RFP-2482.PDF.

4 APPLICATION REVIEW INFORMATION

4.1 Evaluation Criteria

Project Concept - Applicants will be evaluated using a qualitative assessment of each field in the Project Concept Form on a scale of 0-5.

Full Proposal - Applicants will be evaluated using the evaluation criteria and corresponding weighted points seen in Table 2. Each evaluation criteria is described in further detail in this section.

Evaluation Criteria	Full Proposal Maximum Points
1. Problem Statement and Relevance	15
2. Approach and Methodology	35
3. Transition and Industrial Base Impact	40
4. Program Management	10

Table 2: Evaluation Criteria and corresponding weighted points.

Problem Statement and Relevance (0-15 points)

- a) The degree to which the proposal provides a clear, concise statement of the identified problem(s), the need being addressed by the proposed solution, and opportunities for improvement for a secure and resilient U.S. manufacturing and industrial base.
- b) The degree to which the proposal is clearly linked to the topic areas in the Request for Proposal (RFP).
- c) The degree to which the proposal clearly explains why SecureAmerica Institute (SAI) funding is required, including a discussion on how SecureAmerica funding will provide specific benefits to SAI stakeholders.

Approach and Methodology (0-35 points)

- a) The degree to which the proposal clearly describes the project’s scope of work and the approach used to achieve the results.
- b) The degree to which the proposal illustrates the relevance of the proposed effort to the technical topic(s) described in the RFP.
- c) The degree to which the proposal describes how barriers (that have prevented the identified problem or need from being addressed and /or resolved in the past) will be overcome by the proposed effort.
- d) The degree to which the proposed solution is game changing.
- e) The degree to which the proposal demonstrates awareness of competing and emerging solutions and identifies how the proposed concept provides significant improvements over other possibilities.

- f) The degree to which the proposal clearly identifies the current maturity level and the target maturity level (TRL / MRL) and a brief narrative on how they arrived at or determined the TRL/MR level.
- g) The degree to which the proposal identifies, quantifies, and explains performance parameters for the solution and measurable success criteria for the project.
- h) The degree to which the project plans to obtain or leverage additional or external resources, and the credibility of that plan.
- i) The degree to which the proposal demonstrates the scientific and technical merit of the project by citing relevant and related prior work leveraged by the proposal such as proof of concepts studies, experimentation, relevant patents, publications, and other results as appropriate. For new and seminal approaches, a risk mitigation narrative must be provided.
- j) The strength of the proposal team including the capabilities, facilities, experience and the ability of the team to successfully complete the project, including a statement detailing the level of commitment by each team member.

Transition and Industrial Base Impact (0-40 points)

- a) The degree to which the proposal articulates a clear plan to transition the project results into identified commercial and/or government products, systems, and applications. For example:
 - i. Transition Plan - key transition decision points, transition milestones, and anticipated transition schedule.
 - ii. Commercial Potential - adoption readiness, end users identified and/or included in development, ability to be licensed, sales readiness, the team's ability to commercialize, and any barriers to market penetration that may exist
 - iii. Market Factors - market acceptance potential, assessment of the market that the solution will enter that includes the demand, the marketing of the solution, and the potential market share.
 - iv. Policy and Economic Considerations - key stakeholder groups (e.g. policy makers, advocates, business groups, associations) critical in aiding in successful transition, transition and economic development goals and related assumptions
- b) The degree to which the proposal articulates the expected impact on the U.S. manufacturing and industrial base for applications relevant to: commercial industry and government, including a discussion of other resources that have been obtained or are being pursued to maximize impact

Program Management (0-10 points)

- a) The degree to which the proposal provides a description of the roles and responsibilities of each participant.
- b) The effectiveness with which the proposal describes the plan to manage the project, including clearly describing the project tasks and how the project goals will be accomplished.
- c) The degree to which the proposal describes the project using a Gantt chart showing tasks, subordinate tasks, performers, deliverables, and critical milestones.
- d) The degree to which the proposal clearly defines the "SMART" metrics (Specific, Measurable, Actionable, Relevant, and Timely) and the product development assessment approach (E.g. earned value) to measure progress.

4.2 Review and Selection Process

Initial Screening of All Proposals for Compliance with Proposal Requirements

For both Phase 1: Project Concept Form and Phase 2: Project Proposals submissions will receive an administrative review for adherence to the Project Call requirements. Ineligible and/or incomplete applications are subject to elimination from further review.

Proposal Evaluation and Peer Review

For both Phase 1: Project Concept Form and Phase 2: Project Proposals submissions determined eligible and/or complete will proceed for a full evaluation by the Project Selection Committee who are independent of all teams submitting applications. Applications will be selected based on the score received based on evaluation criteria, cost and cost share

5 ELEGIBILITY

Applicant teams are eligible for award under this Project Call provided they meet the following criteria:

- The Applicant on the Application Submission is a current SAI member by the proposal submission deadline of September 25th, 2020. Information on how to join SAI is available at secureamerica.us. Other Applicant team members may be non-SAI members, but are encouraged to join SAI during the performance of the project. Contribution of membership dues can be accomplished during the project through proposed cost share, and membership may be granted after the cost share is properly documented and accepted by SAI. The SAI Cost Share Policy states that all cost share accrues to the member, thus all cost share committed for projects will be counted towards SAI membership requirements.
- Each Applicant team must contain at least one (1) industry organization.
- Cost share of at least a 100% match of the SAI funding is required.
- Applicant team arrangements are identified and relationships are fully disclosed. Please note: *Individuals supported by an awarded agreement as a result of this RFP must be U.S. Citizens prior to award.*
- The Applicant is fully responsible for all project and subcontract performance.

Applications in response to this Project Call will be incorporated into a final agreement between TEES and the selected Proposer(s).

6 GENERAL INFORMATION

6.1 Contact Information

All questions regarding the contents of this proposal may be posed through the AGGIEBUY site under TEES-RFP-2482 through **August 28, 2020 at 5:00 PM (CST)**. Responses to the questions will be posted on the AGGIEBUY site under TEES-RFP-2482 and will be available to all proposers. Issues with AGGIEBUY itself can be addressed to secureamerica@tamu.edu.

6.2 Responsibility for Compliance with Legal Requirements

The Applicant's products, services, and facilities shall be in full compliance with all applicable federal, state, and local laws, regulations, codes, standards, and ordinances regardless of whether or not they are referred to by SAI.

6.3 Applicant Rights and Proprietary Information

Upon delivery, all materials submitted in response to this Project Call may be appended to any formal documentation, establishing a contractual relationship between TEES and the Applicant.

Information contained in applications shall be unclassified and shall not include any information, technology or data that is identified on any U.S. export control list, including the Commerce Control List of 15 C.F.R. Part 774 and the U.S. Munitions List of 22 C.F.R. 121.

Applicants should not include trade secrets or commercial or financial information that is privileged or confidential in their application unless such information is necessary to convey an understanding of the proposed project or to comply with a requirement in the RFP. Applicants are advised to not include any critically sensitive proprietary detail.

If an application contains proprietary information, this must be identified on the cover page of the proposal and identified within the application as follows:

Notice of Restriction on Disclosure and Use of Data:

Pages [list applicable pages] of this document may contain confidential, proprietary, or privileged information that is exempt from public disclosure. Such information shall be used or disclosed only for evaluation purposes. TEES may use or disclose any information that is not appropriately marked or otherwise restricted, regardless of source. [End of Notice]

The header and footer of every page that contains confidential, proprietary, or privileged information must be marked as follows: "Contains Confidential, Proprietary, or Privileged Information Exempt from Public Disclosure." In addition, each line or paragraph containing proprietary, privileged, or trade secret information must be clearly marked with double brackets or highlighting.

Failure to comply with these marking requirements may result in the disclosure of the unmarked information. TEES is not liable for the disclosure or use of unmarked information, and may use or disclose such information for any purpose.

If an application includes information that is commercial or financial, or information that is confidential or privileged, it is furnished to TEES in confidence with the understanding that the information shall be used or disclosed only for evaluation of the application. Such information will be withheld from public disclosure to the extent permitted by law. Without assuming any liability for inadvertent disclosure, TEES will seek to limit disclosure of such information to its employees and to outside reviewers when necessary for merit review of the application or as otherwise authorized by law. This restriction does not limit TEES' right to use the information if it is obtained from another source.

6.4 Applicant Incurred Costs

The Applicant shall be responsible for all costs incurred in preparing or responding to this Project Call. Materials and documents submitted in response to the Project Call will not be returned.

6.5 Applicant Errors of Omissions

TEES is not responsible for any Applicant errors or omissions concerning the Project Call process.

6.6 Modification or Withdrawal of an Application

The Applicant agrees in submitting an application that the application may not be modified, withdrawn, or cancelled by the Applicant, unless agreed upon with TEES, for ninety (90) calendar days following the submittal date. Applicant's application will be valid for a period of ninety (90) calendar days following the submittal date.

6.7 Reservation of Rights

This Project Call does not commit TEES to award a contract, to pay any costs incurred in the preparation of an application to this request, or to procure or contract for services or supplies. TEES may require the Applicant to participate in negotiations and to submit such monetary, technical, or other revisions of its applications that may result from preliminary review and negotiations.

6.8 Notice of SAI Award Agreement

TEES has attached with the Project Call the standard award agreement that will be utilized in conjunction with these projects. The winning applicant(s), is expected to sign the award agreement within 60 days. If the Applicant fails to sign the award agreement within 60 days, TEES reserves the right to cancel the award. The Applicant should review the award agreement prior to application submission in order to assure the contract can be negotiated within the required time line.

6.9 Open Records

TEES is subject to the Texas Public Information Act (Texas Government Code, Chapter 552). Applicants are hereby notified that TEES strictly adheres to all Statutes, court decisions, and the opinions of the Texas Attorney General regarding the disclosure of RFP information.

6.10 Publicity

No public disclosures or news releases pertaining to this RFP or any details thereof shall be made public by Applicant without prior written approval of TEES. Applicant agrees that it shall not publicize any agreement or disclose, confirm, or deny any details thereof to third parties or use any photographs or video recordings of TEES name in connection with any promotion or publicity event without the prior written approval of TEES.

7 EXHIBITS

The exhibits below are required as part of the proposal submittal and do not count towards the page limit.

7.1 Exhibit 1: Identification of Background Intellectual Property

Project Title	
Organization	
Principal Investigator	

List all known background intellectual property to be used in the conduct of this project or for which access may be required to implement project results:

Inventor / Owner	Title	Patent or Disclosure I.D.

If controlled by a project participant, I understand that a “good faith” commitment to enter into negotiations for a license of this background intellectual property to SAI or the project partners may be required.

OR

I am unaware of any background intellectual property to be used in the conduct of this project or that may be required for implementation of project results.

Intellectual Property Rights Policy & Confidentiality Statement

As the Principal Investigator at _____ (Member) participating in this project, I agree to accept and abide by the Intellectual Property Rights Requirements of the SAI Consortium Agreement. I understand that I may be the recipient from time to time of information of a confidential and proprietary nature belonging to another SAI Member. I have read and explicitly agree to abide by the provisions Section 6 and 7 of the SAI Consortium Agreement with respect to proprietary information.

I further agree to assist the project participants in their obligation of implementing SAI’s intellectual property requirements for funded projects. I will do this by encouraging the timely submission of invention disclosures by project participants to their appropriate Intellectual Property Office, clearly identifying such disclosures as relating to this project, and by providing any supporting documentation and information that may be requested from time to time for the purpose of filing patent applications under SAI and/or the Inventing Organization(s).

Principal Investigator

Signature	
Printed Name	DATE:

7.2 **Exhibit 2: Letters of Commitment**

7.3 Exhibit 3: Acknowledgement of Consortium Developed Intellectual Property and Disclosure of Planned Publications

As the Principal Investigator at _____ (Member), I agree that results from this project will be considered consortium-developed intellectual property (CDIP) and will be shared amongst the membership according to the consortium-developed intellectual property (CDIP) structure in the SAI Consortium Agreement, with exceptions made for any ITAR/Export Control information.

Summary of Planned Publications from Project Team	

Principal Investigator

Signature	
Printed Name	DATE:

7.5 Exhibit 5: Proposal Cost Summary

Project Title	
Organization	
Address	
Principal Investigator	

Overall Requested Funding

SAI	\$	Duration	(in months)
Cost Share	\$		
Project Total	\$		

Applicant Organization

Name		Phone	
Address		Fax	
Cost Share (\$)		Email	

Partner Organization(s) (Please identify additional partners using the same format)

Name		Phone	
Address		Fax	
Cost Share (\$)		Email	

ATTACHMENT A: AWARD AGREEMENT**AWARD AGREEMENT****AGREEMENT SUMMARY AND SIGNATORY PAGE**

AWARDEE INFORMATION	
Name:	
Address:	
Administrative Contact / e-mail:	

AWARDOR INFORMATION	
Name/Organization	Texas A&M Engineering Experiment Station ("TEES"), an agency of the State of Texas and member of The A&M University System, on behalf of its SecureAmerica Institute
Address:	7607 Eastmark Drive, College Station, TX 77840 USA
Contractual POC:	Marcie Avery, mavery@tam.u.edu
Administrative POC:	Kristle Comley, kcomley@tam.u.edu
Technical POC:	Dean Schneider, d-schneider@tam.u.edu

AGREEMENT INFORMATION	
Title:	
Start Date	
End Date	
Total Project Cost:	\$
TEES' Share:	\$
Awardee's Share:	\$
This Agreement includes and Incorporates by this reference:	This Agreement Summary & Signature Page and: <ul style="list-style-type: none"> • Award Agreement (Attachment A) • Proposal - Statement of Work and Budget (Attachment B)

THIS **AGREEMENT** is between Texas A&M Engineering Experiment Station ("TEES," or "Awardor") and _____ ("Awardee") and is effective as of the Start Date. Each party to this Agreement may be referred to individually as a "Party" and together as the "Parties." As a condition of this award, the Parties enter into this Agreement by having their authorized representatives sign below.

Texas A&M Engineering Experiment Station

Awardee

By: _____
Title: TEES Contracting Officer

By: _____
Title:

Date: _____

ATTACHMENT A**AWARD AGREEMENT**

AWARD AMOUNT & PAYMENT SCHEDULE: Subject to Awardee's compliance with the terms of this agreement, TEES' Share of the Total Project Cost will be paid to the Awardee [Insert payment schedule] upon receipt of an invoice by TEES.

REPORTING: Payments are subject to Awardee's compliance with this Agreement, including Awardee's achievement, and TEES's approval, of any applicable targets, milestones, and reporting deliverables required under this Agreement. TEES may, in its reasonable discretion, modify payment dates or amounts and will notify Awardee of any such changes in writing. Awardee will submit reports according to the Reporting & Payment Schedule using TEES's templates or forms, which TEES will make available to Awardee and which may be modified from time to time. For a progress or final report to be considered satisfactory, it must demonstrate meaningful progress against the targets or milestones for that period. If meaningful progress has not been made, the report should explain why not and what adjustments Awardee is making to get back on track. Please notify TEES's Technical Contact if Awardee needs to add or modify any targets or milestones. TEES must approve any such changes in writing. Awardee agrees to submit other reports TEES may reasonably request.

PROJECT DESCRIPTION: This Agreement is expressly for Awardee to carry out the project described in the Proposal narrative ("Project") in order to further SecureAmerica Institute's mission. TEES, in its discretion, may approve in writing any request by Awardee to make non-material changes to the Proposal Narrative and/or Results Framework and Tracker.

USE OF FUNDS: Awardee may not use funds provided under this Agreement ("*Award Funds*") for any purpose other than the Project. Awardee may not use Award Funds to reimburse any expenses Awardee incurred prior to the Start Date. At TEES's request, Awardee will repay any portion of Award Funds and/or Income used or committed in material breach of this Agreement, as determined by TEES in its discretion.

ACCEPTABLE DIRECT COST ITEMS:

- Salary support.
- Expendable supplies.
- Travel. Any travel not authorized in the original budget must have prior approval.
- Equipment. Any purchase of permanent equipment not authorized in the original budget must have prior approval.
- Overhead (IDC), to the extent permitted by the applicable RFP.

UNALLOWABLE COSTS: Examples of expenses not allowed to be charged against award funds include:

- Construction, alteration, maintenance or rental of buildings or building space
- Computer equipment, office equipment and furniture
- Dues for membership in scientific societies
- Office supplies including mail/postage costs; copying costs; telephone, fax, or modem line costs
- Books and Journals
- Maintenance/Service Contracts
- Waste disposal
- IRB or IACUC fees
- Insurance Fees, including General Automotive and Employee Liability
- Visa permit fees

PUBLICATIONS: Publications rights and requirements shall be in accordance with the SecureAmerica Institute Consortium Agreement between Awardee and TEES

INTELLECTUAL PROPERTY REPORTING: During the term of this Agreement and for 3 years after, Awardee will submit upon request annual intellectual property reports relating to the funded developments. Intellectual property rights shall be in accordance with the SecureAmerica Institute Consortium Agreement between Awardee and TEES.

SUBAWARDS AND SUBCONTRACTS: Unless authorized in the original budget Awardee shall not, without prior approval, engage subawardees and/or subcontractors to assist with the Project.

RESPONSIBILITY FOR OTHERS: Awardee is responsible for all acts and omissions of any of Awardee's trustees, directors, officers, employees, subawardees, subcontractors, contingent workers, agents, and affiliates assisting with the Project and ensuring their compliance with the terms of this Agreement.

EXPORT ADMINISTRATION: The results of the research performed hereunder are expected to be ordinarily published and shared broadly with the scientific community, and therefore are expected to constitute "fundamental research" as defined under the International Traffic in Arms Regulations (ITAR, 22 CFR Sections 120-130) and the Export Administration Regulations (EAR, 15 CFR Sections 730-774).

ANTI-TERRORISM: Awardee will not use funds provided under this Agreement, directly or indirectly, in support of activities (a) prohibited by U.S. laws related to combating terrorism; (b) with persons on the List of Specially Designated Nationals (www.treasury.gov/sdn) or entities owned or controlled by such persons; or (c) with countries against which the U.S. maintains comprehensive or targeted sanctions (currently, Cuba, Iran, Syria, North Korea, and the Crimea Region of Ukraine), unless such activities are fully authorized by the U.S. government under applicable law and specifically approved by TEES in its sole discretion.

ANTI-CORRUPTION AND ANTI-BRIBERY: Awardee will not offer or provide money, gifts, or any other things of value directly or indirectly to anyone in order to improperly influence any act or decision relating to TEES or the Project, including by assisting any party to secure an improper advantage. Training and information on compliance with these requirements are available at www.learnfoundationlaw.org.

LOBBYING AND ELECTIONEERING PROHIBITION

Awardee may not use Award Funds to influence the outcome of any election for public office or to carry on any voter registration drive. Awardee acknowledge that TEES has not earmarked Award Funds to support lobbying activities or to otherwise support attempts to influence legislation. Activities will be conducted consistent with the private foundation lobbying rules and exceptions under Internal Revenue Code Section 4945 and related regulations. Awardee confirms that the Budget accurately reflects that Awardee will expend at least the amount of the Award Funds on (a) non-lobbying activities in the project year, or (b) for multiple year projects, the total non-lobbying portion of the project.

OTHER LOBBYING, GIFT, AND ETHICS RULES

Awardee agree to comply with any national, state, local, or other lobbying, gift, and ethics rules applicable to the Project. TEES is not retaining or employing Awardee to engage in lobbying activities.

PUBLICITY: A Party may publicly disclose information about the award of this Agreement, including the other Party's name, the total amount awarded, and a description of the Project, provided that a Party obtains prior written approval before using the other Party's name for promotional purposes or logo for any purpose.

COMPLIANCE WITH LAWS: In carrying out the Project, Awardee will comply with all applicable laws, regulations, and rules and will not infringe, misappropriate, or violate the intellectual property, privacy, or publicity rights of any third party.

RELIANCE: Awardee acknowledges that TEES is relying on the information Awardee provides in reports and during the course of any due diligence conducted prior to the Start Date and during the term of this Agreement. Awardee represent that TEES may continue to rely on this information and on any additional information Awardee provide regarding activities, progress, and funded developments.

TERM: This Agreement commences on the Start Date and continues until the End Date, unless terminated earlier as provided in this Agreement. TEES, in its discretion, may approve in writing any request by Awardee for a no-cost extension, including amending the End Date and adjusting any affected reporting requirements.

TERMINATION: TEES may modify, suspend, or discontinue any payment of Award Funds or terminate this Agreement if: (a) TEES is not reasonably satisfied with Awardee's progress on the Project; (b) there are significant changes to Awardee's leadership or other factors that TEES reasonably believes may threaten the Project's success; (c) there is a change in Awardee's control; (d) at the sole discretion of TEES, or (e) Awardee fail to comply with this Agreement.

RETURN OF FUNDS: Any Award Funds that have not been used for, or committed to, the Project upon expiration or termination of this Agreement must be returned promptly to TEES.

RECORD KEEPING: Awardee will maintain complete and accurate accounting records and copies of any reports submitted to TEES relating to the Project. Awardee will retain such records and reports for 4 years after Award Funds have been fully spent. At TEES's request, Awardee will make such records and reports available to enable TEES to monitor and evaluate how Award Funds have been used or committed.

SURVIVAL: A Party's obligations under this Agreement will be continuous and survive expiration or termination of this Agreement as expressly provided in this Agreement or otherwise required by law or intended by their nature.

ENTIRE AGREEMENT, CONFLICTS, AND AMENDMENTS

This Agreement contains the entire agreement of the Parties and supersedes all prior and contemporaneous agreements concerning its subject matter. If there is a conflict between this Agreement and the Proposal Narrative or Budget, this Agreement will prevail. Except as specifically permitted in this Agreement, no modification, amendment, or waiver of any provision of this Agreement will be effective unless in writing and signed by authorized representatives of both Parties.

NOTICES AND APPROVALS: Written notices, requests, and approvals under this Agreement must be delivered by mail or email to the other Party's Administrative contact specified on the Agreement Summary & Signature Page, or as otherwise directed by the other Party.

SEVERABILITY: Each provision of this Agreement must be interpreted in a way that is enforceable under applicable law. If any provision is held unenforceable, the rest of the Agreement will remain in effect.

ASSIGNMENT: Awardee may not assign, or transfer by operation of law or court order, any of Awardee's rights or obligations under this Agreement without TEES' prior written approval. This Agreement will bind and benefit any permitted successors and assigns.

COUNTERPARTS AND ELECTRONIC SIGNATURES: Except as may be prohibited by applicable law or regulation, this Agreement and any amendment may be signed in counterparts, by facsimile, PDF, or other electronic means, each of which will be deemed an original and all of which when taken together will constitute one agreement. Electronic signatures will be binding for all purposes.

INDEMNIFICATION: Awardee will indemnify, defend, and hold harmless TEES, The Texas A&M University System, its Board of Regents, employees and SecureAmericaInstitute ("*Indemnified Parties*") from and against any and all demands, claims, actions, suits, losses, damages (including property damage, bodily injury, and wrongful death), arbitration and legal proceedings, judgments, settlements, or costs or expenses (including reasonable attorneys' fees and expenses) (collectively, "*Claims*") arising out of or relating to the acts or omissions, actual or alleged, of Awardee or Awardee's employees, subawardees, subcontractors, contingent workers, agents, and affiliates with respect to the activities performed under this agreement. Awardee agrees that any activities by TEES in connection with the Project, such as its review or proposal of suggested modifications to the Project, will not modify or waive TEES's rights under this paragraph. An Indemnified Party may, at its own expense, employ separate counsel to monitor and participate in the defense of any Claim. Awardee's indemnification obligations are limited to the extent permitted or precluded under applicable federal, state or local laws, including federal or state tort claims acts, the Federal Anti-Deficiency Act, state governmental immunity acts, or state constitutions. Nothing in this Agreement will constitute an express or implied waiver of Awardee's governmental and sovereign immunities, if any.

INSURANCE: Awardee will maintain insurance coverage sufficient to cover the activities, risks, and potential omissions of the Project in accordance with generally-accepted industry standards and as required by law. Awardee will ensure Awardee's subawardees and subcontractors maintain insurance coverage consistent with this section.

MONITORING, REVIEW, AND AUDIT: TEES may monitor and review Awardee's use of the Award Funds, performance of the Project, and compliance with this Agreement, which may include onsite visits to assess Awardee's organizational governance, management and operations, discuss Awardee's program and finances, and review relevant financial and other records and materials. In addition, TEES may conduct audits, including onsite audits, at any time during the term of this Agreement, and

within four years after Award Funds have been fully spent. Any onsite visit or audit shall be conducted at TEES's expense, following prior written notice, during normal business hours, and no more than once during any 12-month period.

INTERNAL OR THIRD-PARTY AUDIT: If during the term of this Agreement Awardee are audited by Awardee's internal audit department or by a third party, Awardee will provide the audit report to TEES upon request, including the management letter and a detailed plan for remedying any deficiencies observed (*"Remediation Plan"*). The Remediation Plan must include (a) details of actions Awardee will take to correct any deficiencies observed, and (b) target dates for successful completion of the actions to correct the deficiencies.

LEGAL ENTITY AND AUTHORITY: Awardee confirms that: (a) Awardee is an entity duly organized or formed, qualified to do business, and in good standing under the laws of the jurisdiction in which Awardee is organized or formed; (b) Awardee is not an individual (i.e., a natural person) or a disregarded entity (e.g., a sole proprietor or sole-owner entity) under U.S. law; (c) Awardee has the right to enter into and fully perform this Agreement; and (d) Awardee's performance will not violate any agreement or obligation between Awardee and any third party. Awardee will notify TEES immediately if any of this changes during the term of this Agreement.

ATTACHMENT B

Proposal Statement of Work and Budget