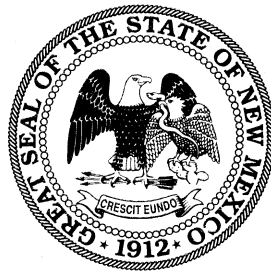


# **REQUEST FOR INFORMATION**

## **Operational Support Services for Spaceport America**



STATE OF NEW MEXICO  
New Mexico Spaceport Authority

**RFI-2011-01**  
**28 July 2010**

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## I. INTRODUCTION

### A. Purpose of this Request for Information

The New Mexico Spaceport Authority (NMSA) is seeking information to help in the planning and development for operation of Spaceport America. This is not a Request for Proposals. A contract will not be awarded based on submissions. Services being considered at this time are anticipated to include, but not be limited to, the following:

- General Services – day-to-day maintenance and operation (M&O) of spaceport facilities;
- Technical Services – overall airfield, mission and flight support management; and
- Protective Services – security, firefighting, emergency medical and environmental services management.

A more detailed description of the services contemplated hereunder may be found in Section IV-B, Issue and Opportunities.

NMSA is seeking input from all interested parties related to the most efficient, effective method(s) to procure, structure, implement and maintain operations at Spaceport America.

### B. Background Information

**Spaceport America Vision:** To lead the world in enabling safe and economical access to space through collaborative innovation to enhance the quality of life for all mankind.

**Spaceport America Mission:** To develop and operate the world's first purpose-built commercial spaceport to attract the future space industry, deliver prosperity through public and private cooperation, and inspire the next generation.

**Project Description:** Spaceport America will be the world's first inland, purpose-built commercial spaceport. It will be capable of accommodating the activities of both vertical and horizontal launch (sub-orbital and orbital) space vehicles, serving as the base for pre-flight and post-flight activities, and providing a center for tourists and interested spectators.

Spaceport America's development and management is led by the New Mexico Spaceport Authority, which was established by the Spaceport Development Act of 2005. US-based Virgin Galactic will be the Spaceport's anchor tenant. Virgin Galactic will locate its primary launch and operational activities at Spaceport America, and its global headquarters in New Mexico.

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A summary description of the Spaceport is provided below, a more through description is provided in the Procurement Library, which can be accessed by contacting the RFI Manager.

1. Runway: 10,000 feet long by 200 feet wide with partial taxiways connecting the runway to the Terminal and Hangar Facility and turnarounds at each end of the runway.
2. Airfield parking apron associated with the Terminal and Hangar Facility
3. Aircraft Rescue and Fire Fighting (ARFF) and Administration Building
4. Terminal and Hangar Facility
5. Four water wells
6. Ground storage tank, booster station, and water distribution system
7. Wastewater collection system and treatment facility.
8. Internal primary and secondary roads
9. Underground electrical distribution system
10. Communications/Systems and Security
11. Fuel Storage Facility for Jet-A, diesel and gasoline
12. Perimeter fencing with security gates

**Project Location:** The Spaceport is located in Southern New Mexico, approximately 45 miles north of Las Cruces and 30 miles east of Truth or Consequences. The site is approximately 28.5-square-miles (18,200 acres) of open range land with an average elevation of 4,500 ft.

The Spaceport site is adjacent to the historic El Camino Real Trail, and its design has been developed in close cooperation with several consulting parties, including:

- National Park Service
- Bureau of Land Management
- White Sands Missile Range
- Sierra County
- New Mexico State Land Office
- New Mexico Department of Transportation
- New Mexico State Historic Preservation Officer
- National Trust for Historic Preservation

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- New Mexico Heritage Preservation Alliance
- El Camino Real de Tierra Adentro Trail Association
- Native American tribes (White Mountain Apache Tribe, Comanche Tribe, Hopi Tribe, and Ysleta del Sur Pueblo)
- Private land owners
- National Aeronautics and Space Administration

**Schedule:** Design of the Spaceport was completed in 2008. Construction began in early 2009, and will complete in early 2011. Spaceport America received its Launch Site Operator's License from the FAA-AST in 2008, and customers have already successfully launched sub-orbital missions from the facility. Following construction completion there will be a period of operational planning and readiness preparations, with the Spaceport expected to become operational in the 2011-2012 timeframe.

**Visitor Services.** In addition to the launch facility, Spaceport America will also be providing services for visitors wishing to tour the facility. The visitor services facilities will include two welcome centers and one on-site visitor area. Additionally, on the Spaceport site will be other venues designed for visitors, which may be located throughout the site, with one central visitor complex located near the entrance. One welcome center will be located in Hatch NM, approximately 25 miles from the spaceport, and one will be located in Truth or Consequences NM, approximately 30 miles from the site. Visitors will be able to visit the spaceport by parking at one of the welcome centers and using NMSA transportation to access the spaceport site.

The size of the visitor complex and on-site venues has not yet been determined. However, it is expected that visitors will tour the site daily throughout the year. The complex and venues are likely to include exhibit areas (inside and outside), retail, food & beverage and on-site transportation.

**C. RFI Manager**

NMSA has designated the following person as responsible for the conduct of this RFI:

James Kirchmeier, RFI Manager  
New Mexico Spaceport Authority  
901 E. University Ave, Bldg 3 Suite C  
Las Cruces, NM 88001  
Telephone: 505-827-0400  
Fax Number: 505-827-0178  
E-Mail: james.kirchmeier@state.nm.us

Any inquiries or requests regarding this RFI must be submitted to the RFI Manager **in writing**. Vendors or Contractors may only contact the RFI Manager regarding this RFI; contact with staff other than the RFI Manager is prohibited.

## II. CONDITIONS GOVERNING THE RFI

### A. Sequence of Events

The RFI Manager will make every effort to adhere to the following schedule:

<u>Action/Event</u>	<u>Responsible Party</u>	<u>Due Dates</u>
<b>1. Release RFI</b>	<b>RFI Manager</b>	<b>28 July 2010</b>
<b>2. Acknowledgement of Receipt</b>	<b>Potential Respondents</b>	<b>06 August 2010</b>
<b>3. Deadline for Questions</b>	<b>Potential Respondents</b>	<b>12 August 2010</b>
<b>4. Response to Questions</b>	<b>RFI Manager</b>	<b>20 August 2010</b>
<b>5. Submission of Response</b>	<b>Respondents</b>	<b>31 August 2010</b>

### B. Explanation of Events

1. Release of RFI. This RFI is being released on the date indicated in the Sequence of Events, above, by the New Mexico Spaceport Authority.
2. Acknowledgment of Receipt. The Acknowledgment of Receipt form in Appendix A will be used to indicate the respondent's intent to participate in and respond to this RFI. Return of this form is not required, however if returned it should be received by 5:00 p.m. Mountain Time on the date indicated in the Sequence of Events above.
3. Deadline for Questions. Questions regarding this RFI must be submitted in writing, by e-mail, to the RFI Manager and must be received by 5:00 Mountain Time on the date indicated in the Sequence of Events, above.
4. Response to Questions. Written responses to questions (along with the original question posed) shall be posted on the NMSA website and provided via email to those companies that have returned the Acknowledgment of Receipt form by the date indicated in the Sequence of Events, above.
5. Response Deadline. The RFI response shall be delivered via email to the RFI Manager by no later than 2:00 PM Mountain Daylight Time (MDT) on the date indicated in the Sequence of Events, above.

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### C. General Requirements

Submission of a response constitutes acceptance of, and consent to, the following General Requirements:

1. No Obligation. This RFI in no manner obligates NMSA, the State of New Mexico, or any of its agencies to the issuance of an RFP or to the eventual rental, lease or purchase of any services or items of tangible personal property that may be described, implied, or proposed.
2. Governing Law. This RFI and any subsequent RFP that may be issued by NMSA, or any other agency of the State of New Mexico, shall be governed by the laws of the State of New Mexico.
3. Clarifications. All requests for clarifications should be directed to the RFI Manager.
4. Basis for Response. Only information supplied by the RFI Manager in writing, whether on paper or electronically, or in this RFI should be used in the preparation of responses.
5. Response Preparation Cost. Any cost incurred by the respondent in the preparation, transmittal or presentation of any response or material submitted in response to this RFI will be borne solely by the respondent.
6. Use of Information. The State of New Mexico reserves all rights available to it by law. If an RFP or other type of solicitation results from this RFI, respondents to this RFI are hereby notified that all information, documentation, and any specific content or approaches included in RFI responses will be analyzed, may appear in various reports and may be used in the resulting solicitation. Therefore, do not submit any copyrighted, proprietary or confidential information. The State of New Mexico cannot guarantee the confidentiality of the information submitted.
7. Eligibility to Participate in Subsequent Procurement. If the State of New Mexico decides to issue an RFP or other form of solicitation, those parties who choose to respond to this RFI, as well as those parties who choose not to respond to this RFI, will be eligible to participate in that procurement.
8. Ownership of Materials. Ownership of all data, material, and documentation originated and submitted to the State of New Mexico, pursuant to the RFI, shall belong exclusively to the State of New Mexico and be subject to public inspection in accordance with the New Mexico Open Records Act.

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### III. RESPONSE FORMAT AND ORGANIZATION

#### A. Response Format

1. Responses may be submitted electronically.
2. Respondents may choose to answer/respond to any or all of the questions in Section IV.
3. Please clearly label or otherwise provide reference to each question to which you are responding.
4. Respondents may attach or otherwise include other materials that they believe may improve the quality of their responses.

#### B. Response Organization

Please include a cover letter of transmittal identifying the submitting organization and the organization's point of contact.

## IV. REQUIREMENTS

### A. General Information

It is requested that anyone considering responding to this RFI complete and return the Acknowledgement of Receipt Form at Appendix A in order to receive any updates, as they arise. However, return of the Acknowledgement of Receipt Form is NOT required for submitting a response to this RFI.

### B. Issue and Opportunities

Construction of Spaceport America is nearing completion and will be ready to become operational in the 2011-2012 timeframe. As the world's first purpose-built spaceport, all aspects of operation and management of this facility must be developed in the most efficient, effective manner possible.

As a fully-functional horizontal and vertical launch facility, Spaceport America will require extensive contractor services to provide and support day-to-day operations. At this time NMSA anticipates awarding one or more contracts to provide all labor, supervision, management, supplies, materials, tools and equipment required to perform support services in at least three key areas, as follows:

#### 1. General Services

- Operations of building and utility systems within design specifications and according to manufacturers' recommendations;
- Maintenance and Repair of building and utility systems on site;
- Provision and operation of a Computerized Maintenance Management System (CMMS);
- Interior and exterior janitorial services;
- Operation, maintenance, and quality control for site-based fuel supply services;
- Groundskeeping and landscape maintenance;
- Onsite waste management and recycling operations;
- Pest Control and Wildlife Management;
- Site logistical support including warehousing, mail receipt / delivery
- Road, airfield, runway and taxiway/apron maintenance, to include a Foreign Object Debris (FOD) program; and
- Maintain site building and utility infrastructure information database.

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## 2. Technical Services

- Launch support, which may include mission planning, flight scheduling, coordination with customers, FAA, WSMR, Visitor Services, General Services for fueling, data collection & analysis, and range control
- Airfield and operations support, which may include coordination of 3<sup>rd</sup> party R&D support, air and space vehicle ground support, airfield operations (FBO-like services), radio frequency management, meteorological support and record keeping
- Flight safety engineering and support, which may include policy implementation, analytical services, real-time launch decision support and liaison with WSMR, FAA and others
- IT management and support, which may include IT security, user control, server management, email and other software support, help desk, and hardware maintenance
- Coordination with external customers to include foreign owned companies who will be using the range (ITAR knowledge)

## 3. Protective Services

- General site security, which may include site access control, on-site security enforcement, security system operation and management, and traffic control
- Air-side / airfield security, facility, secure area access control, customs, etc.
- Emergency services management, which may include planning, scheduling, training, response coordination, reporting, records management, and accident/incident investigation
- Emergency event response, which may include firefighting, medical and/or hazardous materials response
- Environment, safety and health management, including hazardous materials management, OS&H, EIS and airfield regulatory compliance, explosive siting and environmental permitting

NMSA is in the process of developing one or more solicitations for performance of the above-described services. As part of this process, this RFI has been developed to offer a venue for requesting and obtaining input in a number of areas.

On the following pages are a series of questions intended to assist NMSA in the planning and development of operations at Spaceport America. Your input, suggestions and recommendations will be used to help us further refine this process and our structured plans

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for operational development. Your time, interest and input in responding to these questions is very much appreciated and will very helpful to us as we develop the final solicitations.

### **C. Responses Requested**

Respondents are requested to respond to the following questions in narrative form. Additional supporting information may be provided as attachments and may be referenced from the narrative response as appropriate. Respondents are invited to provide additional information as they deem appropriate. We recognize that respondents may have different areas of expertise and interest so it is not necessary to respond to each item. Please identify each response by the corresponding number of the question you are addressing.

**Overall Operational Support Services.** The following questions relate to any/all of the operational support services being considered (General Services, Technical Services and Protective Services). All respondents are requested to respond to these questions:

1. NMSA is considering two approaches to contract award of these operational support services, either a consolidated, single award contract for all services, or up to three separate contracts for individual services (General services, Technical services, and Protective services). Based on this:
  - a. Please describe the approach you think would be most effective, and explain why you think this is the best approach. Please provide any relevant examples of similar work which you are aware of for either approach, and any specific benefits or challenges you encountered.
2. Please describe any creative management structure and/or approaches you may have covering some or all of this work, either for a single- or multi-contractor environment.
3. NMSA anticipates that operations at Spaceport America will begin at a nominal level and then grow over a period of time. Based on this:
  - a. How would you propose to make some or all of the operational support services work scaleable over time, while also achieving and maintaining operational readiness and cost efficiency?
  - b. How would you recommend the contract(s) be structured to allow for flexible scale-ability while also offering cost-efficiency?
  - c. How would you propose to best support special events, in which the number of site visitors/tourists may be many times more than on an average day?
4. Spaceport America will undergo extensive pre-operational planning and preparation prior to beginning commercial operations. This is expected to include such activities as policy and procedure development, dress rehearsals and dry runs,

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- planning and testing actual flight and space launch activities, etc. To accomplish this we are considering two options: a) contracting with a single firm to assist with these pre-operational activities, and then transitioning to the long-term operational support contractor(s); or b) contracting immediately with the long-term operational support contractor(s) to participate in both operational planning preparation and also commercial operations. Based on this:
- a. Which approach would you recommend, and why?
  - b. How would you recommend we “sequence” the work? What recommendations do you have specifically for operational planning preparation and development?
5. Please provide your recommendations for us to consider in developing our Operational Readiness (OR) Plan, in any or all of the primary operational support areas. Please be as detailed as possible, including any recommendations you may have related to training, documentation, systems and other OR needs.
6. NMSA intends to procure these operational support services through the competitive Request for Proposal process. Based on this:
- a. What qualifications/capabilities would you recommend be required of respondents to the RFP(s) when issued?
  - b. What type of selection criteria would you consider most important in evaluating proposals for this work?
7. Spaceport America will serve as an important catalyst for New Mexico economic development, and active programs for both through job creation and business activity are vital. Based on this:
- a. What recommendations do you have to best include smaller New Mexico businesses into the operational services?
  - b. What recommendations do you have to develop and stimulate business in the surrounding communities?
  - c. What recommendations do you have to develop and stimulate job creation in the surrounding communities, and to attract and retain qualified workers?
  - d. What recommendations do you have to involve and integrate educational opportunities for interns, students and teachers?

**General Services.** The following questions relate specifically to General Services. These questions are optional, please respond based on your interest and area of expertise:

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8. Spaceport America will operate with a primary site owner/owner (NMSA) and multiple tenants/customers. Based on this approach and your prior experience:
  - a. What recommendations do you have for development of operating & maintenance procedures using similar facility/industry best practices?
  - b. What recommendations do you have for management of hazardous chemical spill response responsibilities / coordination?
  - c. What recommendations do you have for a system to authorize and reimburse M&O or repair expenses that are greater than a pre-set limit or exceed total operating budget?
  - d. Describe any critical requirements for subcontract work to support the M&O mission in a similar environment.
  - e. Describe the components of a functional cost chargeback / allocation system in an environment with multiple tenants.
9. Describe your recommendation for each site contractor maintaining their own vehicles, or a central maintenance function to support all site requirements
10. Describe key components of a Wildlife Management policy based on your past experience
11. Currently the General Services needs for the Welcome Centers are not included in the on-site RFP. What are your thoughts on inclusion of those two sites for needs such as janitorial, recycling and building maintenance?

**Technical Services.** The following questions relate specifically to Technical Services. These questions are optional, please respond based on your interest and area of expertise:

12. Availability of appropriate personnel to plan missions, interact with WSMR for scheduling and operational coordination, schedule operations of multiple space vehicle operators, etc. is essential for the operation of Spaceport America. Based on this:
  - a. What qualifications would you recommend for these personnel?
  - b. Do you believe qualified personnel for these positions can be recruited?
  - c. What sort of training program would you recommend to develop and maintain proficiency of personnel?
13. Spaceport America will utilize a state-of-the-art IT infrastructure, which will include telecomms, LAN, telephony, wireless and trunked radio, AV, PA, paging, fire detection and alarm, SCADA, security and access control systems. Based on this:

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- a. What recommendations do you have for management of the IT infrastructure?
  - b. What approach would you recommend for maintaining security of the IT infrastructure?
  - c. What staffing level and what qualifications will be required at the minimum start-up level and as the facility ramps-up?
14. Please provide ideas on approaches to implementation of a paperless record keeping that would include all aspects of the project such as mission planning, mission conduct, and record keeping.
15. What recommendations do you have for integrating or not integrating the IT needs for visitor services? (i.e. servers for interactive exhibits, retail POS sales terminals, launch video screens, etc.).

**Protective Services.** The following questions relate specifically to Protective Services. These questions are optional, please respond based on your interest and area of expertise:

16. Spaceport America is located in a remote location, and the ARFF facility will be fully-equipped and staffed to support all flight and mission operations. Based on this and your experience at airports and/or other launch facilities:
- a. What firefighting and emergency response vehicles and equipment would you recommend we plan on obtaining?
  - b. What approach would you recommend we take in procuring the necessary vehicles and equipment (i.e., direct purchase by NMSA, contractor-procured “buy-down”, lease, etc.)
  - c. What alternative approaches would you recommend to equip the facility, such as the contractor supplying all or part of the equipment as part of its contract?
17. NMSA anticipates that initial launch operations will be conducted Monday-Friday, during daylight only, and then ramp-up over a period of months/years. Visitor services will include evenings and weekends. Based on this:
- a. What approach would you recommend we take to staffing the ARFF facility?
  - b. What individual certifications and qualifications would you recommend we include in our ARFF personnel plan?
18. Spaceport America will be a launch facility serving both horizontal and vertical launch customers, as well as visitors and tourists. Based on this:

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- a. What special security preparations, capabilities and/or cautions would you recommend we consider as we are planning operational development?
  - b. What special firefighting and/or emergency response capabilities and/or cautions would you recommend we consider as we are planning operational development?
19. Spaceport America will have an active presence of visitors and tourists on a daily basis, entering and existing the facility as part of organized tours originating from off-site welcome centers. Based on this:
- a. Would you recommend that screening of visitors be on-site or at the welcome centers, and why?
  - b. Would you recommend the security screening of the visitors be the responsibility of the Protective Services contractor or the Visitor Services Vendor?
  - c. How would you recommend those services work together to ensure a positive visitor experience with a secure facility?
  - d. How would you manage the security aspects of visitor issues such as disruptive behavior, illegal drugs, or other criminal behavior?
20. The site on which Spaceport America has been developed is rich in history and archeological significance. An important part of the Protective Services contract will be to work closely with the Consulting Parties and maintain an active EIS (Environmental Impact Study) compliance plan. Based on this requirement and your experience:
- a. What recommendations can you provide which will help us plan a more effective, ongoing EIS compliance plan?
  - b. What recommendations or suggestions do you have related to the ongoing protection and preservation of the nearby El Camino Real Trail?
  - c. What recommendations or suggestions do you have related to the ongoing protection and preservation of archeologically-significant sites and artifacts?

## APPENDIX A

### Acknowledgement of Receipt Form

New Mexico Spaceport Authority  
Request For Information  
Operational Support Services  
RFI# \_\_\_\_\_

OFFEROR/VENDOR NAME: \_\_\_\_\_

OFFEROR/VENDOR ADDRESS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

OFFEROR/VENDOR CONTACT PERSON: \_\_\_\_\_

CONTACT PERSON PHONE #: \_\_\_\_\_

CONTACT PERSON E-MAIL: \_\_\_\_\_

Return of this form acknowledges receipt by the Offeror/Vendor of the above referenced RFI.  
Please indicate below your planned actions regarding the RFI:

We will submit a response to the RFI by the response deadline.

No, we will not submit a response.

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

This form should be received no later than Monday, August 6, 2010, at 5:00 p.m. Mountain Time. Please mail or fax to:

James Kirchmeier, RFI Manager  
New Mexico Spaceport Authority  
901 E. University Ave, Bldg 3 Suite C  
Las Cruces, NM 88001  
Telephone: 505-827-0400  
Fax Number: 505-827-0178  
E-Mail: james.kirchmeier@state.nm.us

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