

2. AMENDMENT/MODIFICATION NO. 009 3. EFFECTIVE DATE NOV 19 2007 4. REQUISITION/PURCHASE REQ. NO. See Schedule 5. PROJECT NO. (If applicable)

6. ISSUED BY CODE PS33 7. ADMINISTERED BY (If other than Item 6) CODE PS33

Procurement Office
George C. Marshall Space Flight Center
National Aeronautics and Space Administration
Marshall Space Flight Center, AL 35812

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8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State, and Zip Code) (x) 9A. AMENDMENT OF SOLICITATION NO.
Schafer Corporation
Attn: Dr. William Marx
5030 Bradford Drive, Suite #205
Huntsville, AL 35805
9B. DATED (SEE ITEM 11)
10A. MODIFICATION OF CONTRACT/ORDER NO. X NNM07AA70C
10B. DATED (SEE ITEM 13) 03/20/2007

CODE SAP ID# 100495 FACILITY CODE CAGE 8F406

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended, is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:

- (a) By completing Items 8 and 15, and returning 1 copies of the amendment;
- (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or
- (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
See Page 1a

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

- (x) A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
- B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
- C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
- X D. OTHER (Specify type of modification and authority)
FAR Part 43.103(a) and Changes Clause

E. IMPORTANT: Contractor is not, is required to sign this document and return 3 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) (ref. Clause B.2, Table B-1)

	Total Potential Estimated Cost	Total Potential Incentive Fee	Total Potential Contract Value	Total Funding Allotted
Previous	\$6,688,086	\$358,073	\$7,046,159	\$6,040,998.70
This Mod	\$ 0	\$ 0	\$ 0	\$ 0
New Total	\$6,688,086	\$358,073	\$7,046,159	\$6,040,998.70

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) William Marx General Manager
16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Bobby J. Holden Contracting Officer
15B. CONTRACTING OFFICER (Signature of person authorized to sign)
15C. DATE SIGNED 11/19/07
16B. UNITED STATES OF AMERICA BY Bobby J. Holden (Signature of Contracting Officer)
16C. DATE SIGNED 11/19/07

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A. The purpose of this modification is to: (1) increase the IDIQ maximum quantity amount for the base year (2) decrease the maximum IDIQ amount for Option 3 and Option 4 (3) incorporate labor category for Subject Matter Expert IV (SME IV) and (4) update the PWS and DPD 1140 revisions that resulted in the inclusion of the revised IT Security clause. No increase in contract value is associated with the inclusion of requirements delineated above. Therefore the contract is changed in the following particulars:

B. Section B, Supplies or Services and Price/Costs, Paragraph B.3, Indefinite Delivery/Indefinite Quantity (IDIQ), IDIQ CLIN 1.a, Base (Year 1) increase the Maximum Quantity by \$1,000,000 from \$1,250,000 to \$2,250,000.

C. Section B, Supplies or Services and Price/Costs, Paragraph B.3, IDIQ CLIN 4.a, Option 3, (Year 4), decrease the Maximum Quantity by \$500,000 from \$4,000,000 to \$3,500,000.

Also, Paragraph B.3, IDIQ CLIN 5.a., Option 4, (Year 5), decrease the Maximum Quantity by \$500,000 from \$4,500,000 to \$4,000,000.

D. Attachment J-1, Performance Work Statement (PWS) is hereby deleted in it's entirety and replaced with the revised PWS which incorporates revisions to Paragraph 3.6 of the document.

E. Attachment J-5, Schedule of Fully Burdened Not to Exceed IDIQ Labor Rates for the Prime Contractor – PWS 7.0, add Labor Category for Communications Subject Matter Expert IV (SME IV) to the contract. The SME IV rates will apply to the Schafer Corporation and any teammates/subcontractors performing senior, specialized IDIQ efforts in the Washington, DC and other major metropolitan areas.

F. Attachment J-13, Data Procurement Document (DPD), dated April 1, 2007 is hereby deleted in it's entirety and replaced with DPD dated November 15, 2007 which incorporates revisions to DRD No. 1140CD-001, Contractor Information Technology Security Program Plan.

G. In order to reflect the changes resulting from this modification, page(s) listed below are added or deleted from the contract as shown. In order to indicate the specific area(s) of change, vertical lines are shown in the right margin of the enclosed replacement page across from the revised area.

<u>Section</u>	<u>Pages Added</u>	<u>Pages Deleted</u>
B - SUPPLIES OR SERVICES AND PRICES/COSTS	B-3 (Mod 9)	B-3 (Basic)
Attachment J-1	J-1-1 thru J-1-22 (Mod 9)	J-1-1 thru -1-20 (Basic)
Attachment J-5	J-5-1 (Mod 9)	J-5-1 (Basic)
Attachment J-13	J-13-1 thru J-13-33 (Mod 9)	J-13-1 thru J-13-28 (Basic)
Attachment J-17	J-17-2 (Mod 9)	J-17-2 (Basic)

H. Contractor's Statement of Release

In consideration of the modification agreed to herein as complete equitable adjustment for all claims arising out of or attributable to the issuance of the contract change(s) and/or

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contractor proposals listed below, the contractor hereby releases the Government from any and all liability under this contract for further equitable adjustments attributable to such facts or circumstances giving rise to said contract change(s) and/or contractor proposal(s), and for such additional obligations as may be required by this modification.

Contract Change IdentificationContractor Proposal Number

NNM07AA70C, Modification 9

N/A

I. All other terms and conditions remain unchanged and in full force and effect.

B.3 INDEFINITE DELIVERY/INDEFINITE QUANTITY (IDIQ)

(a) The IDIQ portion of this contract is only applicable to the work described in Attachment J-1, PWS 7.0, Indefinite Delivery/Indefinite Quantity (IDIQ). This work will be authorized via task orders (TO) issued by the Contracting Officer (CO) in accordance with Clauses H.2 and H.3.

(b) This clause establishes the minimum and maximum quantity values including cost and performance incentive fees for each IDIQ CLIN of the contract as set forth in Table B-3 below.

TABLE B-3 IDIQ MINIMUM AND MAXIMUM VALUES

IDIQ CLIN	CONTRACT PERIOD	MINIMUM QUANTITY	MAXIMUM QUANTITY
1.a.	Base (Year 1)	\$0.00	\$2,250,000
2.a.	Option 1 (Year 2)	\$0.00	\$2,250,000
3.a.	Option 2 (Year 3)	\$0.00	\$4,000,000
4.a.	Option 3 (Year 4)	\$0.00	\$3,500,000
5.a.	Option 4 (Year 5)	\$0.00	\$4,000,000

(c) Government task orders for services specified above the minimum and below the maximum shall not constitute a basis for equitable adjustments to the Mission Services CLINs.

(d) The establishment of this IDIQ portion of the contract does not inhibit the Government's right to later award separate contracts for similar or related services.

(e) The actual estimated cost and fee values of the individual CLINs will be the summation of the individual task orders values issued pursuant to this Clause and Clauses H.2 and H.3. A reconciling unilateral modification to the contract will be periodically issued that reflects the current task order summation value in Clause B.2.

(End of Clause)

B.4 COST AND PERFORMANCE INCENTIVE FEE

(a) There are two (2) separate incentive fee pools for cost and performance that will be used to determine incentive fee earned and paid to the contractor for performance of the contract.

Note to Prospective Offerors: The Government expects that of the total fee proposed, 25 percent will be allocated by the Offeror to the cost incentive fee and 75 percent will be allocated to the performance incentive fee.

(b) Cost Incentive Fee:

(1) The target cost, target cost incentive fee, and maximum cost incentive fee applicable to each Mission Services CLIN are set forth in tables B-1 and B-2. Attachment J-5 sets forth the IDIQ target and maximum fee rates for each IDIQ CLIN. The minimum cost incentive fee for each CLIN shall be \$0.00.

(2) For the Mission Services CLINs, the target cost for the purposes of determining the cost incentive fee earned and paid in accordance with this Clause and Clause B.5, Incentive Fee, shall be the total estimated cost less the estimated direct cost for purchased materials,

ATTACHMENT J-1

PERFORMANCE WORK STATEMENT (PWS)

- 1.0 Scope
- 2.0 OSAC Mission
- 3.0 Program Management
 - 3.1 Contract Management
 - 3.2 Property Management
 - 3.3 Occupational Safety and Health
 - 3.4 Work Management
 - 3.5 Data Collection
 - 3.6 Information Technology Security
- 4.0 Strategic Research & Analysis
 - 4.1 Environmental Monitoring
 - 4.2 Stakeholder Analysis
 - 4.3 Audience Research
 - 4.4 Measuring Communication Effectiveness
 - 4.5 Benchmarking
- 5.0 Communication Strategy, Planning and Message Management
 - 5.1 Communication Goals & Strategy
 - 5.2 Communication Plans
 - 5.3 Key Message Development and Management
 - 5.4 Channel Relationship Development
- 6.0 Communication Services and Product Development / Delivery
 - 6.1 Center Collateral Development
 - 6.2 Executive Communications
 - 6.3 Employee Communications
 - 6.4 Public Inquiry Responses
 - 6.5 Media Products
 - 6.6 Web Content Management
 - 6.7 Technical Documents and Products
 - 6.8 Exhibits
 - 6.9 Events
- 7.0 Indefinite Delivery/Indefinite Quantity

1.0 Scope

The scope of this Performance Work Statement (PWS) provides comprehensive communications services to support the Office of Strategic Analysis and Communications (OSAC) in achieving the communication goals and strategies of NASA and Marshall Space Flight Center (Marshall). To that end, OSAC will execute an overarching communication strategy that includes clearly and consistently communicating NASA's strategic vision and guidance, and Marshall's direction, roles, capabilities, and expectations – internally and externally – to various stakeholder groups. In accomplishing these communication activities that directly support the advancement of Agency goals and Marshall mission assignments, the contractor shall provide communications related support as outlined below.

The contractor shall support Marshall in implementing and maintaining a strategic communications capability that integrates and aligns the Center's communications with Agency direction to enable informed communications and manage effective stakeholder relationships for advancement of NASA's strategic goals. The communications capability shall consist of three primary, integrated functional areas: strategic research & analysis; communication strategy, planning and message management; and communication services and product development/delivery.

Strategic research & analysis, as described in PWS 4.0, shall serve as the foundation for communications by infusing research and analysis results into the development of strategy and planning consistent with Agency direction; message management aligned with NASA's key messages; and communication services and products required by the Center and its assigned programs and projects. Communication strategy, planning and message management, as described in PWS 5.0, shall serve as a major cohesive element and drives all communication service and product development activities. Communication services and product development / delivery, as described in PWS 6.0, shall provide vehicles and venues for communications with NASA and Marshall's stakeholders. A visual representation of this communication process is included in Attachment J-11.

In performing the requirements of the PWS, the contractor shall clearly demonstrate an understanding of the difference between communications and strategic communication as an integrative process guiding strategy and messaging through audience-driven delivery mechanisms. The contractor shall ensure that communications are based on a clear understanding of the targeted audience and convey NASA direction and guidance and Marshall's role and responsibilities in accomplishing the Agency's missions. Messages must be designed to reach and connect with the desired audience in a compelling format, and the right mix of channels must be selected to obtain the desired exposure and outcomes. The contractor shall measure communication results and incorporate refinements into future communication strategies.

In order to establish successful communication capabilities, the contractor shall develop, implement, and execute a comprehensive suite of services, products, tools, and techniques across all functional and sub-functional elements within the PWS.

The contractor shall support OSAC management and OSAC's customers in a responsive, integrated, and communicative manner. The contractor shall work as a team with OSAC to contribute to the organization's success. The contractor shall demonstrate an understanding of OSAC's communication mission and act as a member of an integrated OSAC team in providing new and innovative communication services.

OSAC's Communication Mission

Consistent with Agency direction and guidance, OSAC, as Marshall's organization chartered to develop and manage the Center's communications system, is responsible for creating, preserving, and strengthening support for NASA's vision and missions, and ensuring that analysis and communications are integrated and aligned with NASA direction and guidance and Marshall mission assignments. OSAC's Organizational Chart, Attachment L-7, shows communication functions and performance management functions as outlined below:

Communication Management:

OSAC's communication mission is to develop, execute and guide a strategic communications capability to manage stakeholder relationships based on agency direction, program intelligence, and center strategies and priorities. OSAC will fulfill its mission by:

- Building a communication system (people, processes, tools) that is recognized within Marshall as the preferred provider of communication strategy, products and services and as a critical capability to enable Marshall's future
- Enabling message-sharing and exchange to promote an accurate and positive representation of Marshall throughout NASA and the external community with communication products and services
- Increasing the Center workforce's knowledge about NASA direction and guidance and Marshall's goals and objectives in fulfilling the Center's assignments
- Promoting inter-organizational information-sharing across the Center and with key stakeholders
- Supporting accountability for communication within the Center's workforce
- Fostering two-way communication throughout the Center

The infusion of communications into daily activities is essential for organizational health and sustainability. OSAC's mission approach is customer-driven, results-oriented and multi-faceted. OSAC is committed to helping Marshall achieve success through efficient, responsive and timely planning and execution of a continuum of communications products and services.

Performance Management:

OSAC's overall mission also includes the Center's performance management function. This function provides integrated analysis, planning, and evaluation of Marshall's program, project, and institutional performance relative to Agency direction and guidance and Marshall's mission assignments. Performance Management efforts are not included in this PWS.

3.0 Program Management

The contractor shall provide administration and technical management for effective direction, control, and integration of all efforts performed under this contract. This includes the development and execution of a disciplined management philosophy and clearly defined processes and tools to be applied and integrated throughout contract activities to meet all requirements of the performance work statement. The contractor shall provide a system to measure and monitor contract performance on all PWS activities. Additionally, the contractor shall be required to travel in support of various PWS activities.

The contractor shall report and document this work and fulfill the requirements of associated Data Requirement Descriptions (DRD's) as outlined in Data Procurement Document (DPD) 1140 (Attachment J-13). The contractor shall determine the data restriction that applies to each data deliverable and mark or transmit the data restriction in accordance with section 2.3.3 of the Data Procurement Document.

In performing the effort delineated in this PWS, the contractor shall provide systems and applications associated with the six covered Electronic and Information Technology Accessibility product groups specified below. All systems and applications associated with these groups shall comply with the applicable standards contained with the Federal Acquisition Circular 97-27, Electronic and Information Technology (EIT) Accessibility, Section 508 of the Rehabilitation Act of 1973 by implementing the applicable Technical Standards (Subpart B) including:

- 1) Software Applications and Operating Systems (1194.21)
- 2) Web-based Intranet and Internet Information and Applications (1194.22)
- 3) Telecommunications Products (1194.23)
- 4) Video or Multimedia Products (1194.24)
- 5) Self-Contained Closed Products (1994.25)
- 6) Desktop and Portable Computers (1194.26)

The contractor shall comply with the requirements of the Americans with Disabilities Act.

3.1 Contract Management. The contractor shall provide planning, integration, and management of all contract activities to ensure disciplined and quality performance of work and timely application of resources necessary for work completion. Contract management effort shall apply to the entire performance work statement (PWS); including, the mission schedule and all Indefinite Delivery/Indefinite Quantity (IDIQ) task orders issued by Marshall.

The contractor's plan and approach for contract administration and technical management shall be documented and submitted in a Management Plan in accordance with DRD 1140MA-001. The contractor shall clearly document in the Management Plan the integrated processes by which the PWS will be performed. The contractor shall provide and use an integrated management system to monitor and measure performance of planning, scheduling, progress reporting, quality assurance, and completion of work orders or projects. This shall include an automated electronic work order management system for life cycle management of all work orders and shall include the capability to provide real-time current and historical status of all work orders from initiation to completion.

In support of the contractor's management approach, the contractor shall prepare and submit the following: Financial Management Report (533M and 533Q) in accordance with DRD 1140MA-002; Quarterly and Monthly Technical Progress Reports in accordance with DRD

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1140MA-003; Badged Employee and Remote IT User Listings in accordance with DRD 1140MA-004; Contractor Employee Clearance Documents in accordance with DRD 1140MA-005; Position Risk Designation for Non-NASA Employee Forms in accordance with DRD 1140MA-006; and Organizational Conflict of Interest (OCI) Avoidance Plan in accordance with DRD 1140MA-007.

3.2 Property Management. The contractor shall implement an inventory control system for all controlled property and equipment. The contractor shall prepare and maintain a database identifying and listing all equipment, materials, tools, etc., provided by the Government for use by the contractor in the performance of contracted effort, and for which the contractor has been given physical custody. The Government Property Management Plan shall be prepared and maintained in accordance with DRD 1140LS-001.

The contractor shall comply with the following specifications and government work instructions:

MWI 4220.1	Space Utilization, Communications Furniture, Relocation, and Special Event Services
MWI 4200.1	Equipment Control
MWI 4300.1	Disposal Turn-Ins / Reutilization Screening
MWI 4500.1	Property Support: Furniture Operations, Retail Supply Operations, Warehousing, and Food Services
MWI 4520.1	Receiving
MWI 4520.2	Use of Procurement Discrepancy Tracking System (PDTS)
MPR 4000.2	Property Management
FAR Part 45	Government Property
NFS Part 1845	Government Property

3.3 Occupational Safety and Health. The Contractor shall establish and implement an industrial/occupational safety, health, and environmental program and provide a Safety, Health, and Environmental (SHE) Plan in accordance with DRD 1140SA-001. The contractor's industrial/occupational safety, health, and environmental program shall incorporate the following:

- a. Management leadership and employee involvement.
- b. System and worksite analysis.
- c. Hazard prevention and control.
- d. Safety and health training.
- e. Environmental compliance.

The contractor shall report mishaps and safety statistics to the Marshall S&MA Office in accordance with DRD 1140SA-002.

The contractor shall provide building managers and safety monitors for buildings 4466, 4631, and 7214. For these buildings, the contractor shall perform required surveys and reports on chemical inventories and warehouse space requirements.

The contractor shall place special emphasize on safety procedures for all exhibit operations, especially as it relates to the use of hazardous/controlled chemicals, fabrication and heavy equipment usage, transportation, and public safety in all venues, etc.

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3.4 Work Management. The contractor shall establish, implement, and maintain an automated electronic work order system required to plan, organize, direct, and control contract activities for materials, supplies, equipment and travel associated with the core mission portion and IDIQ Task Orders. The work order system shall reflect technical and budget content in support of OSAC and OSAC's customers (including Marshall's Engineering Directorate, Shuttle Propulsion Office, Exploration Launch Office, Science & Missions Systems Office and NASA Headquarters Exploration Systems Management Directorate and Public Affairs Office). The contractor shall provide the Government with access to the automated electronic work order management system as depicted in Attachment J-14. The automated electronic system shall be an interactive system to be used by the government and the contractor. The automated electronic system shall provide electronic routing and approval of work orders (WOs) to authorized government and contractor approving officials. In addition, the contractor's automated system shall track the status of each WO from planning/initiation to completion and record projected and actual resources data for each. This data shall be reported by unique project numbers (UPN) and have direct tracking capability to the estimated and actual costs back in the contractor's Financial Management Report (per DRD 1140MA-002) at all levels down to WO cost sub-elements and organizational funding levels. The contractor's automated electronic system shall be an integrated system that allows insight and management of the PWS requirements.

The contractor's automated electronic work order management system shall provide a unique project numbering system with traceability of tasks through their lifetime; electronic notification of the order's status; approval tracking, revision tracking, traceability to a minimum of PWS level 3, delineation of inactive and active tasks, period of performance of each task, and estimated and actual costs. The system shall be capable of allowing the COTR, Performance Monitors, and Contractor Program Manager the ability to review and approve each work order prior to beginning the task.

Each Work Order shall include: a WO number allowing traceability to OSAC or the requesting organization; traceability to a minimum of PWS level 3; name of the government requesting official; work order initiator; work order description and/or objectives; total estimated and actual costs by major cost element, as applicable (such as materials, supplies, equipment and travel, etc.); deliverables and milestone dates; benefiting program(s); and special instructions.

The automated electronic work order system shall be capable of providing a Cost Summary Report, in spreadsheet form, that contains the following information for the base year and each option year for each organization/customer: WO number; WO title; total estimated and actual costs with and without fee. The Cost Summary Report shall roll-up each PWS level 3 elements into an overall contract performance summary. Additionally, the system shall allow query capability by each UPN element and work order number. The contractor shall submit a monthly work order report in accordance with DRD 1140MA-003, Quarterly and Monthly Technical Progress Reports.

3.5 Data Collection. The contractor shall develop and maintain an integrated, electronic data collection system to capture and store information and content for PWS functional sub-elements. The automated electronic system shall be an interactive system to be used by the government and the contractor. The electronic system shall provide data cross-referencing capability across PWS functional sub-elements to inform and assist in the execution of all strategic communication contract activities. Additionally, the contractor shall provide a relational electronic archive of all final products and plans delivered and accepted by OSAC for version control and reference. The contractor shall provide and maintain a comprehensive

matrix of all databases and systems to be implemented in support of the PWS data control measures. The contractor shall identify administrative POC's, data/information captured by functional sub-element, accessibility requirements, and integration capabilities.

3.6 Information Technology Security. The contractor shall develop and implement a comprehensive information technology security program which addresses the management, operational, and technical aspects of protecting the confidentiality, integrity and availability of information and information technology systems. The IT security program shall ensure the contractor is responsible for information and IT security when physical or electronic access to NASA's computer systems, networks, or IT infrastructure is required or when information systems are used to store, generate, process or exchange information with NASA or on behalf of NASA, regardless of where the information resides. The contractor shall develop and submit a Contractor IT Security Program Plan in accordance with DRD 1140CD-001.

4.0 Strategic Research & Analysis

The contractor shall provide personnel with core competencies comprised of researchers and analysts to provide analysis and interpretation of the external environment and identification of relevant issues and trends important to NASA and Marshall. The strategic research & analysis function will serve as the foundation for the strategic communication program. Strategic research & analysis activities include: environmental monitoring; stakeholder research and analysis; audience research; measuring communication effectiveness; and benchmarking/identifying best practices.

4.1 Environmental Monitoring. The contractor shall support the strategic communications plan through continual monitoring and reporting of external program or technical environment factors that could potentially influence or impact Marshall's ability to successfully accomplish its mission assignments. The contractor shall develop effective strategic communication vehicles consistent with NASA and Marshall goals, which deliver the knowledge gained from external monitoring and assessments. This effort shall provide Marshall with an increased awareness to foster effective decision-making.

4.1.1 The contractor shall provide environmental assessment services to improve program literacy and environmental awareness. These services will provide critical content and information to be incorporated into communication product development activities. Environmental monitoring services shall include, but not be limited to, the following:

- Synopses of Agency and Center management council minutes, reports and policy;
- Biographical briefs on key stakeholder and annual external environmental characterizations;
- External environment profiles or special topic research;
- Alerts and news highlight services targeted to Center executives and management.
- Weekly notification of events, headlines, Agency developments and planned products, and pertinent articles that relate to strategic analysis, planning, and management functions;
- Support the strategic research & analysis function to include concentration on Agency, legislative, political, economic, social, technological, and macro- and micro- event monitoring relevant to Marshall's mission assignments;
- Develop daily packages that provide senior management with insight to Marshall external published activities that include sources from newspapers clips, magazines, clip

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services, internet, and other media venues (such as TV interviews, news releases issued, etc.).

4.1.2 The contractor shall provide and maintain an integrated calendar of strategic events and external and internal studies and reports of interest to the Agency.

4.2 Stakeholder Analysis. The contractor shall provide research on stakeholders' positions and needs that impact NASA and Marshall's ability to accomplish its mission assignments. Based on the results of this research, the contractor shall provide proposed recommendations, strategies, and products that integrate strategic research and analysis with Marshall's decision-making process. This support provides a crucial interface with the Marshall end-users and is especially important for ensuring timely and appropriate feedback from the end-users for informed senior management decisions.

4.2.1 The contractor shall continuously research internal and external stakeholders' positions and needs to capture critical information such as significant trends, satisfaction measures, future requirements and technology developments. Results shall be analyzed and incorporated into executive summary reports that are used to inform Center planning and message alignment and development. Internal audiences include: NASA Headquarters, NASA Field Centers, and Marshall Employees. External audiences include: Congressional Delegations / Elected Officials / Executive Branch Offices; Aerospace Industry Primes and Contractors; Department of Defense (DoD); Local and Regional Communities; and International, National, and Local Media.

4.2.2 The contractor shall recommend and research topics relevant to Marshall in accomplishment of its missions. Examples include governance, funding stability, budget processes and schedules, acquisition systems and program complexity, technology priorities, organizational structure and culture, and decision processes.

4.3 Audience Research. The contractor shall provide ongoing research and analysis of audience/stakeholders and their evolving needs and requirements for information. This support shall include evaluation and targeting of internal and external audiences to help maximize the communication impact within each group. Audience research and analysis will be critical in assisting OSAC in the development of effective communication plans and implementation strategies that are integrated and aligned with Agency direction and guidance.

4.3.1 The contractor shall continuously research and analyze audience trends; segments; needs and requirements; preferred venues; current and recommended communication channels/vehicles; recommended communication frequency; and recommended communication tactics.

4.3.2 The contractor shall develop audience briefs, presentations, whitepapers, and profiles for NASA / Marshall audiences to support executive communications.

4.4 Measuring Communication Effectiveness. The contractor shall evaluate the effectiveness of key messages, vehicles, and channels to assist in the identification of any communication delivery obstacles; aid in the adjustment of a particular communications approach; or inspire new direction. The contractor shall develop, implement, and maintain a communications measurement system comprised of both quantitative and qualitative methodologies to evaluate pre- and post- event message effectiveness and communication value. The system shall define forecasted, measurable outcomes to judge the effectiveness of

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communication implementation. The measurement of communication effectiveness shall be used as a building block for OSAC strategic planning and tactical decision-making.

4.4.1 The measurement system shall gauge the effectiveness of all aspects of the strategic communication program. Data sources may include measurement sources such as: Public & Employee Communications press and exhibits activity metrics; web based content feedback; campaign feedback; value analysis; focus groups, and a variety of surveys (climate survey, customer satisfaction survey, and internal communications survey). The contractor shall assist OSAC in the continuous refinement of data sources and attributes to include in the measurement system.

4.4.2 The contractor shall measure the effectiveness of communication services and products in areas such as: communications activities including results of ongoing communications efforts, tactics, and evaluation of new approaches; message effectiveness including awareness, comprehension and audience reaction; and response or action including level of agreement, debate or acceptance of communications messages, overall attitude of the stakeholder(s) and behavior change. Additionally, the contractor shall utilize measurement results to develop and maintain an accurate baseline of current Marshall communications services and products.

4.4.3 The contractor shall conduct pilot tests for any new instruments / tools used to measure communication effectiveness and customer satisfaction. Pilot tests shall be analyzed for reliability by the contractor and approved by OSAC management prior to implementation. The contractor shall assist OSAC in the administration of all system measurement instruments / tools.

4.4.4 The contractor shall provide communication measurement results, analyses, and proposed recommendations to assist in on-going improvements for strategic planning and communication product development.

4.5 Benchmarking. The contractor shall provide OSAC with process and best practices benchmarking on a wide variety of program processes and/or functions using a broad range of research tools and techniques. This information shall be used to assist OSAC in identifying best practice and process strategies for adoption and integration into an interactive and dynamic strategic communication approach.

4.5.1 The contractor shall identify and develop a broad range of benchmarking tools and techniques that may include informal conversations with customers, quantitative research, in-depth marketing research, surveys, questionnaires, process mapping, and focus groups.

4.5.2 The contractor shall identify and recommend organizations, such as government agencies and industry leaders, to be included in continuous benchmarking efforts that monitor the communication field's state-of-the-art processes and practices. This information will be used to enhance the organization's communication capabilities / processes and to establish a standard of comparison in Center and organizational assessments. The contractor shall also identify and recommend best-practice external entities with whom to establish partnerships.

5.0 Communication Strategy Planning and Message Management

The contractor shall provide strategic communication planners as a core competency for this effort. The communication strategy planning and message management function drives all communication service and product development / delivery activities and serves as a major cohesive element within strategic communications. The contractor shall incorporate the results of strategic research and analysis to assist the Center in ensuring communication strategies, planning and message management activities are integrated and aligned with Agency direction and guidance and Marshall's mission assignments. The contractor shall provide data and analysis that measures the progress toward accomplishing communications goals.

Planning and messaging activities shall include: communication goals & strategy, plans, key messaging, and channel relationship development.

5.1 Communication Goals & Strategy. The contractor shall assist OSAC in ensuring the Center's communications are integrated and aligned with Agency direction and guidance by recommending communication strategies consistent with this purpose. The contractor shall assist OSAC in communication strategy development to address existing communication needs and ensure communications are measured, effective, promote synergy, control cost, and maximize resources. This function shall enable the development of effective communication planning. The contractor shall provide proposed recommendations for the development and continuing enhancement of communication goals and strategies consistent with Marshall's mission assignments.

5.1.1 The contractor shall assist OSAC in researching, recommending and documenting communication strategies and goals; facilitate partnerships with industry, academia, DoD, government agencies, NASA Headquarters, and other NASA Centers; increase workforce knowledge about program performance; engage information sharing, and develop a self-sustaining communication process to support integrating communication and dissemination.

5.1.2 The contractor shall assist OSAC in researching, recommending and documenting strategies for using emerging technologies to more efficiently and rapidly deliver media and other communication products in a manner compatible with the audience / stakeholder needs, requirements, and capabilities to increase coverage of Marshall programs and activities.

5.1.3 The contractor shall assist OSAC in researching, recommending and documenting a variety of outreach strategies that focus on educating and informing members of Congress and staff of relevant programs.

5.2 Communication Plans. The contractor shall develop comprehensive communication plans that are designed to integrate Agency direction and guidance and achieve organizational program goals and objectives consistent with Marshall's mission assignments. The communication plans shall unify multiple activities to form a singular purpose, promote accountability, and support efficiency by focusing communication efforts and maximizing resources. The communication plans shall support the organization's mission and key program objectives and provide the foundation for integrated communication service and product development and delivery. All plans shall be maintained in a relational electronic archive for version control and reference. Communication planning shall be structured to support all functional sub-elements of communication service and product development and delivery activities.

5.2.1 The contractor shall ensure that communication plans are comprehensive and answer key questions such as: which segments of the defined audience(s) shall be addressed; which communication messages and vehicles shall be used to reach targeted audiences; how frequent shall communication occur to audience(s); which vehicles are already serving the defined audience(s); what communication tactics are recommended to reach each audience; and how the effectiveness of tactics will be measured.

5.2.2 The contractor shall assist OSAC in planning for a broad range of government and community outreach initiatives that educate, inform, and build relationships with key stakeholders. The contractor shall identify, research, and oversee the development of a variety of written and audiovisual communication products to support an integrated, regional outreach program to community leaders, news media, community service organizations, programs, and local and regional governments. This effort includes supporting the Center's Speaker's Bureau Program to include research, monitoring, and analysis of the greatest potential for speaking engagements as well as providing recommendations on the most appropriate speaker(s), topics, message, and products for the event. The contractor shall identify speech points of contact, event background information, past performance, and audience demographics. The contractor shall evaluate speakers and provide feedback to OSAC.

5.2.3 The contractor shall identify internal and external publications that are appropriate for inclusion in the public inquiries archives and other communication venues and channels.

5.2.4 The contractor shall research, recommend and document exhibit venue opportunities to appropriately support Marshall's mission assignments and role in support of achieving the Agency's strategic goals.

5.2.5 The contractor shall develop and maintain a report matrix that documents the status of each communication plan and an OSAC strategic calendar for action and decision-tracking. The contractor shall monitor the status of Marshall and OSAC agendas to ensure that they are progressing on time and according to plan. The contractor shall alert OSAC management as accountability reports or deadlines come due.

5.3 Key Message Development and Management. Consistent with Agency direction and planning, OSAC generates and communicates key messages about NASA, and Marshall's progress and plans to provide an accurate and positive representation of the Agency to both internal and external audiences. The contractor shall assist the government in the development and integration of key messages and decisions that are consistent with NASA Agency direction; reflect understandable, repeatable core messages; and are credible to audiences. Key messages shall identify and articulate program objectives and themes to stakeholder groups. The contractor shall establish and implement a key message development and management process that allows Marshall to effectively reach its targeted audiences. This includes continuously refreshing messages, creating new messages to maintain current and relevant content, and ensuring consistency of all messages.

5.3.1 The contractor's message management process shall include: notification to communicators of new Agency direction; development, review, and approval criteria; capture and store capability; and distribution and publishing of key messages and decisions to Marshall management and communicators. The contractor shall infuse key messages into key Center collateral products and provide updates on a quarterly basis.

5.3.2 The contractor shall implement and maintain a key message tool or relational database to store and version control key messages and communication themes. Pertinent information may include: targeted audience, date implemented, revision dates and rationale. Additionally, the contractor shall develop and maintain a Communicator Corner's website, a resource for communicators across the Center that promotes message consistency and currency.

5.3.3 The contractor shall promote key message sharing and exchange by transmitting critical messages and decisions from senior management to those who need it; incorporating key messages and decisions that represent the Agency's vision and mission; implementing a broad range of communication vehicles to reach the Marshall stakeholders; and supporting extensive political and public outreach initiatives.

5.3.4 The contractor shall assist in the development and execution of effective communications by facilitating the creation of recognizable messages that accurately portray organizational-unique capabilities and attributes tailored to each Marshall stakeholders' needs.

5.3.5 In the event of an emergency or crisis, the contractor shall provide immediate support to create, re-establish or re-direct key messaging as necessary to ensure that Marshall maintains the ability to effectively portray its capabilities, attributes, and intentions to its stakeholders.

5.4 Channel Relationship Development. The contractor shall assist OSAC in structuring tailored communication programs, consistent with Agency direction and guidance, and supportive of the Center's overarching communication plans based on channel strategies and relationships through informed media venues such as newspaper, radio, magazines, television, internet, sound bites, etc. Multi-channel integration, value propositions, and media placement / positioning shall be included in the overall channel strategy. The contractor shall provide recommendations on optimum media venues to achieve the most effective communication results.

5.4.1 The contractor shall assist OSAC in channel segmentation based on relationship development and may include major themes such as commitment, cooperation, trust, and conflict management.

5.4.2 The contractor shall also measure media positioning effectiveness through a broad-range of techniques such as perceptual mapping, factor analysis, multi dimensional scaling, etc. It is expected that this aspect of channel relationship development will integrate tightly with the audience research and communication effectiveness measurement functions describe in PWS 4.3 and 4.4.

6.0 Communication Services and Product Development / Delivery

The contractor shall provide personnel with a core competency comprised of "Communicators" to identify and create services and products aligned with Agency direction and guidance and Marshall's organizational objectives and goals driven by mission assignments. This function shall provide vehicles and venues for effective communications with Marshall's stakeholders. Services and products shall be driven by established communication goals, strategies, plans and messages that are informed by the key message management process. The contractor shall also seek opportunities for cross-promotion among communication vehicles and repurposing of content for efficiency and results. Communication Service and Product

Development / Delivery activities shall include: Center collateral development; executive and employee communications; public inquiry responses; media products; web content management; technical documents and products; exhibits; and events management. The contractor shall be required to travel in support of this function with the potential for extensive travel in the areas of media products, technical web content management, and exhibit support.

6.1 Center Collateral Development. The contractor shall assist OSAC in the development, production, and continual enhancement of strategic communication products targeted to specific stakeholder groups. This effort may include coordination with other Center organizations to create products. Center Collateral products include: Center Overview Kit with customized fact sheets and presentations, brochures, posters, and animation / video that include relevant Agency and Marshall messages. This support shall include the creation of high-level communications products with maximum impact and flexibility for leveraging at multiple venues.

6.2 Executive Communications. The contractor shall assist OSAC in the development and implementation of comprehensive, effective executive communications consistent with Agency direction and guidance and Marshall strategies, goals and objectives driven by mission assignments. The contractor shall coordinate within the OSAC organization and with Marshall Programs and Projects and other sources for appropriate, accurate, and consistent information. Executive communication products may include but not be limited to articulate, inspiring, and accurate speeches and speech materials, talking points, articles, white papers, and presentations.

It is expected that strategic research and analysis will be infused into executive communication product development as well as used to prepare executives for their engagements. To promote integration, coordination of executive communication products within OSAC is expected prior to delivery to the executives.

The output of PWS 4.0 that pertains to preparing executives for communicating includes, but is not limited to, information and analysis about the Center and its operations; stakeholder briefs; digest of minutes from council and board meetings; environmental assessments to improve program literacy and environmental awareness; and research papers on important issues that affect Marshall decision making. To meet the objective of preparing the executives, the output of strategic research and analysis must be timely, effectively communicated, and packaged for a high-level executive audience.

6.2.1 The contractor shall coordinate speechwriting actions so that one or more speeches or presentations can be in production simultaneously. This effort shall include support to senior Marshall management, including the Center Director, Deputy Center Director, Associate Directors; and other executives speaking in a variety of public venues.

6.2.2 The contractor shall provide the executives and OSAC with feedback and training on proven and/or innovative tools and techniques to ensure effective and consistent communications. Training shall be provided as requested and shall include proper and effective speaking, diction, and non-verbal cues.

6.2.3 The contractor shall coordinate closely with Marshall technical subject-matter-experts to ensure executive communication materials convey accurate and timely content. Additionally, the contractor shall support executive engagements with both internal and external audiences, including those at top-levels of government.

6.3 Employee Communications. The contractor shall assist OSAC in the development and implementation of comprehensive, effective employee communications that are consistent with Agency direction and guidance and with Marshall's goals and objectives driven by mission assignments. This program shall focus on the creation and management of deliverables to communicate NASA, Marshall, and organizational messages and progress to the workforce. Employee communication products may include but not be limited to: important time-sensitive information and news for Marshall employees; newspaper with news, articles, human interest pieces, announcements, classifieds for Marshall employees; information on upcoming NASA and Marshall events; and updates with web links to Marshall events, news, safety bulletins. Effective internal communications help engage Marshall's workforce and align employee's performance to NASA, Marshall, and organizational goals.

6.3.1 The contractor shall monitor employee communication needs and provide recommended strategies, messages and vehicles to meet those needs to assist in on-going tactical improvements to the internal employee communications program and refinement of integrated communication plans.

6.3.2 The contractor shall assist OSAC in the development, production, and continual enhancement of internal communication vehicles including written, electronic, and broadcast products. All communication products shall be submitted for review to OSAC management in a final layout product ready for publication. The final products shall meet all publication requirements, including formatting for posting on the Marshall World Wide Web Home Page in HTML format.

6.4 Public Inquiries Responses. The contractor shall provide consistent, easily understood communications on Marshall activities in response to public inquiries. This includes responses to complex and general requests on all NASA and Marshall programs, past and present. The contractor shall provide responses by using stock answers when available or refer calls to appropriate experts as needed. When necessary, the contractor shall develop new and updated stock responses consistent with communication strategy planning and message management. Public Inquiry requests shall include written, electronic, walk-in, and telephone requests.

6.4.1 The contractor shall prepare written correspondence for official signature in response to general public inquiries as required.

6.4.2 The contractor shall develop, maintain, and update a database of stock responses to the most frequently asked questions (FAQ). The contractor shall post and keep current all appropriate FAQs in a web-based file.

6.5 Media Products The contractor shall provide media relations support through print and electronic media channels / products to increase public awareness of NASA and Marshall activities. The contractor shall research and identify to OSAC management topics and activities that hold the greatest potential for media appeal. Based on OSAC management approval, the contractor shall develop, compile, and distribute a comprehensive suite of media products for treating those topics. To accomplish this effort, the contractor shall utilize a broad range of news and feature writing skills, public affairs judgment, knowledge of journalistic and photo-journalistic style, news media requirements, public affairs policies, mission and program requirements, and communicate complex technical topics in an easily understood manner.

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6.5.1 The contractor shall research and develop resource material and participate in necessary media training. During Marshall-managed missions, the contractor shall also write, coordinate, compile and distribute written and audio status reports for the news media and mission management on research activities, progress, and accomplishments.

6.5.2 The contractor shall research, schedule, and facilitate the preparation of art and photos; coordinate, write, update, proofread, edit, compile, and distribute text; prepare media products for printing or electronic posting; and provide other non-technical writing tasks as needed. In addition, the contractor shall plan, develop, and oversee the creation of photo releases, video files, graphics and other required illustrations to accompany media products.

6.5.3 The Contractor shall provide clear and articulate payload mission commentary using knowledge of public affairs policies and sound public affairs judgment, an understanding of broadcast journalism, as well as radio and television news programming techniques, requirements, and deadlines.

6.5.4 The contractor shall develop and maintain current media product distribution lists and other media-support products; establish and maintain working relationships with national, regional, local, and specialized media in coordination with channel strategy; actively market media products to these outlets, and distribute media product through appropriate channels.

6.5.5 The contractor shall facilitate visits by news representatives to Marshall, in conjunction with media activities. The contractor shall also assist OSAC in operating facilities to which media representatives can visit or call to cover missions or events.

6.5.6 The contractor shall maintain the media electronic archives of media materials / products and ensure Media Relations publications are available to the media in HTML, PDF, and other required PostScript versions. Additionally, the contractor shall ensure that the PostScript versions of media publications can be downloaded at other NASA Centers and printed in their entirety.

6.5.7 The contractor shall identify discussion topics, b-roll, and individuals for live interviews on NASA and Marshall related topics to be conducted via satellite with television news stations and networks nationally and work with television staff to implement.

6.5.8 On a quarterly basis, the contractor shall research, compile, create and distribute special media relations and exhibits metrics reports. Report activity shall be integrated with measurement of communication effectiveness, strategy, and planning.

6.6 Web Content Management. The contractor shall provide support to NASA Headquarters, OSAC, and OSAC customers through web content management and web posting efforts. The contractor shall work with NASA Headquarters and other NASA center media page curators to ensure Marshall information is accurate, appropriate, and highlighted on the NASA Portal and other associated websites. The contractor shall research, monitor, and provide recommendations to OSAC and its customers on web efforts such as procedures, design, and other improvements. These efforts shall highlight the communication goals and objectives of the Agency and Marshall in highly specialized and technical areas.

6.6.1 Basic Web Content Management. The contractor shall support OSAC and its NASA Headquarters Public Affairs Office customers by providing content management of Marshall managed public affairs web sites on the NASA portal. The contractor shall develop

(as necessary), maintain, and post on the web all content for the Marshall Home Page and Marshall News Room web site, including several program media and exhibit sub-sites. Web content shall reflect key messages and themes determined by an integrated communication strategy. This shall include ensuring that the layout, presentation, and information are current, consistent, and accurate. The contractor shall routinely review all web links on, to, or from the current Marshall home page for appropriateness and currency. Additionally, the contractor shall support NASA websites as identified and approved by OSAC management. The contractor shall post NASA and Marshall headline(s) to the Inside Marshall Intranet site regularly.

6.6.1.1 The Contractor shall identify and implement ideas to engage the stakeholders in Marshall space activities through links to live mission and educational activities, electronic inquiries, and other venues that communicate Agency and Marshall messages.

6.6.1.2 The contractor shall meet with other Marshall web site personnel, including the Marshall systems curator responsible for Marshall Home Page server, to ensure inter-connectivity and consistency between the News Room site and other Marshall home pages and web sites.

6.6.2 Science / Technical Content Management. The contractor shall support OSAC and its Science & Mission Systems (S&MS) customer by developing, coordinating, and posting on the web an average of 12 stories per month that contain basic science and technical content. Web content shall be incorporated into an overall, integrated communication plan that addresses Agency direction and guidance for scientific communications. The contractor shall translate English stories into Spanish and develop audio versions of English and Spanish stories. This effort includes the review of complex and detailed scientific, technical literature, and other materials associated with very specialized research areas, to produce written articles and to develop compositions targeted to designated audiences. The contractor shall provide extensive knowledge and understanding of the sciences associated with NASA's research areas, the scientific method and NASA's technology and development approaches. The contractor shall coordinate with Agency and Marshall officials to review, verify and approve all content to ensure compliance with NASA and Marshall guidelines and requirements. In addition, the contractor shall travel to participate in reviews and status meetings at various NASA Centers and at NASA Headquarters. The contractor shall participate in S&MS editorial board process and support planning activities that ensure alignment and integration of site content with Center and S&MS goals.

6.6.2.1 The contractor shall provide quarterly reports and statistical analyses of science communications outcomes and other assessments as requested by NASA. In addition, the contractor shall provide story readership metrics that include but are not limited to audience reach, audio download frequency, and secondary use detection.

6.6.2.2 The contractor shall be responsible for managing and implementing the Science@NASA subscriber's lists. The contractor shall develop and execute enhancement projects to bring science to new audiences including testing and evaluating various uses of subscriptions lists and other public outreach approaches.

6.7 Technical Documents & Products. The contractor shall provide technical document and product development in highly specialized scientific and technical areas. The contractor shall write and edit material for keynote speakers, panel leaders, and technical presenters, and other subject-matter-experts in support of technical and industry reviews, status meetings, and conferences. Additionally, the contractor shall compile technical papers, fact

sheets, technical summaries, meeting minutes, action items, and other relative documentation that describes detailed scientific and technical activities. This support shall provide Marshall stakeholders and audiences with an increased awareness and understanding of the progress of NASA's programs and projects.

6.8 Exhibits. The contractor shall provide management, design, fabrication, and operations support for the Marshall and NASA Headquarters' exhibit program. The exhibit program is comprised of static and traveling exhibits that are designed and updated using a variety of audio / visual products and hardware to detail key messages and themes of NASA, Marshall, and specific organizations. Exhibits are both interior and exterior types, ranging from small models to large theme exhibits. Interior exhibits include a large quantity of models and displays of varying sizes and complexity, specialized audio-visual equipment, prototype hardware, and artifacts (such as a lunar rock) that require special handling. Exterior models include small and large-scale models, and mobile exhibits that require special transportation arrangements. All activities shall be conducted in accordance with MPR 1380.2, "Center Public Exhibits and Requirements Process."

6.8.1 Exhibit Management. The contractor shall be responsible for conducting the implementation of multiple simultaneous exhibit programs throughout the contract performance. The contractor shall respond to all exhibit requirements, including those with rapid turn-arounds, in a timely manner. The contractor shall arrange for support and material for all aspects of exhibit management, including traveling exhibits, communication workshops, mementos, and NASA giveaways. The contractor shall administer all applicable material purchases, such as NASA giveaways, through established NASA Headquarters processes prior to acquisition. Supplies, materials and associated expenditures should be itemized in reports to Strategic Communications on a monthly basis.

6.8.1.1 The contractor shall coordinate all content for exhibit publications through the OSAC message management process and recommend exhibit brochures and other giveaway material (such as pins, buttons, posters or lithographs), and regularly write or update text and graphics, etc., for exhibits.

6.8.1.2 The contractor shall be responsible for owning or leasing the vehicle used to transport HQ sponsored traveling exhibits. The contractor shall maintain all transport vehicles for these exhibits, including but not limited to painting transport vehicles in the same color as the traveling exhibits and affixing NASA insignias on both sides of vehicles.

6.8.1.3 The contractor shall support quarterly safety reviews and monthly safety tours with OSAC management. Additionally, the contractor shall oversee mandatory safety training and required physicals.

6.8.2 Exhibit Design / Fabrication. The contractor shall create, develop, and coordinate new exhibit and display designs considering such things as aesthetics, costs, industry standards, efficient and cost-effective operations, audiences, Agency themes and messages, and Marshall's mission assignments. The contractor shall provide timely fabrication and maintenance to existing exhibits, displays, layout for media and public exhibit information materials, including minor updates and changes as required. The contractor shall incorporate visual, audio, and hands-on materials and effects (i.e., space hardware, scale models, computer programs, live demonstrations, hands-on displays, photographs, illustrations, transparencies, slides, models, typography, dioramas, video productions, animation, creative lighting, sound effects, music, narration, etc.) into new and existing exhibits. The contractor shall produce or

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purchase models, limited graphics, special Center mementos for official Center presentations, or mounted, matted, and/or framed photographs. The contractor shall ensure exhibits are designed to maximize efficient maintenance, shipping, setup, teardown, and storage. The contractor shall also ensure that all exhibits receive safety assessments prior to completion. The contractor shall coordinate and prepare exhibits for shipping; assemble and disassemble exhibit items locally, nationally, and occasionally internationally; perform minor at-site repair of exhibit hardware; and ensure the safe operation of all exhibits.

6.8.2.1 The contractor shall possess extensive knowledge and ability to trouble shoot computer networking with approved computer operations systems; repair and maintain multiple projector operations; construct and install exhibit structures; electric wiring and fixtures using hand and power tools; analyze sketches or scale drawings for temporary or permanent display of exhibit structures and determine amount and cost of material required.

6.8.2.2 The contractor shall inform the government when exhibit updates and changes are needed and recommend when decommissioning is required.

6.8.2.3 The contractor shall maintain in good repair the graphics, models, and hardware assigned to the contract on display in the "Heritage Gallery", building 4200 Lobby, the U.S. Space and Rocket Center, and other exhibit locations.

6.8.3 Exhibit Operations. The contractor shall be responsible for coordinating and operating all on-site and traveling exhibit programs for Marshall and its NASA Headquarters customers. Based on government approved communication plans, the contractor shall organize and implement operational activities that support exhibits (identify and coordinate required staffing and support media interviews, editorial boards, school visits, special tours, demonstrations, lectures, talk show appearances, etc). The contractor shall order and distribute publicity products to support exhibit events. The contractor shall be responsible for the transport of exhibits locally, regionally, and nationally.

6.8.3.1 The contractor shall interact with the public, serve as a NASA representative, and act as a tour-guide for all exhibit venues. This effort shall require the contractor to be knowledgeable of NASA / Marshall messages and maintain the most current knowledge of NASA programs and projects. The contractor shall have the ability to convey NASA messages and technologies to the public in a professional and courteous manner as well as instructing other exhibit staff personnel. The contractor shall wear clothing that is NASA identifiable. Clothing will be purchased at the contractor's own expense, and shall be approved by the COTR.

6.8.3.2 The contractor shall plan staffing for all exhibits including coordination of contractor and government support across the Agency and Marshall.

6.8.3.3 The contractor shall provide the following support for all NASA and Marshall exhibit programs: research, compile, propose, coordinate, and update exhibit schedules for the current and following year; complete event cost estimates (travel, per diem, drayage, booth space, etc.); evaluate audience participation; provide attendance estimates; develop proposals for special events; coordinate logistics (booth space, electricity, carpet and other logistical details associated with exhibiting hardware, including pre-payments when necessary); prepare correspondence to transmit approvals/disapprovals; coordinate loan agreements where applicable; arrange shipping for documents and other information to sponsors and requesters of

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NASA exhibits; develop and maintain exhibit files; and provide after-action reports for major events (including newspaper clips and other media coverage).

6.8.3.4 The contractor shall be responsible for transporting and delivering all traveling exhibits to scheduled display sites. Responsibilities include the following: consideration of all variables that will affect route time to the event; maintaining functionality of the exhibit set-up, support, and disassembly (such as exterior and interior audio visual equipment, electrical hook ups and access to power outlets, exterior exhibits, and disassembly in preparation for safe transport to other designated venues or safe holding); configuring the exhibit to support the duration of each scheduled event; maintaining the exhibit so that the interior and exterior of the entire exhibit are clean and ready at all times; coordinating and verifying with host sites the logistics requirements related to placement of the exhibit and operations of the trailer (such as level parking, clearance, and safety concerns); and assisting the exhibit team in scheduling and booking arrangements, metrics, and reports.

6.8.3.5 In support of HQ sponsored traveling exhibits, the contractor shall carry and provide proof of all current state and federal certifications (including Federal Administrations, Single State Registration, Interstate Fuel Tax Agreement, and all other certificates and registrations required for a company to legally engage in and profit from the interstate transport of contractor owned / leased property). In addition, the contractor shall be responsible for making repairs while on the road as needed (all repairs above \$500.00 must be coordinated for approval); identifying maintenance problems and provide recommended actions to be taken in a manner that will not impact the exhibit schedule; delivery of the traveling exhibits to and from authorized maintenance and repair firms as needed (repairs greater than \$500.00 shall be pre-approved by the Marshall technical representative in writing); provide in writing the repairs and modifications needed and suggest vendors, if applicable, to continue operations and functionality of the exhibit. The contractor shall also retain copies of all set-up instructions, cleaning and repair procedures, warranties, equipment purchase agreements, and maintenance records for future reference. The records shall be provided to NASA at the end of the contract or when requested by NASA.

6.8.3.6 The contractor shall be responsible for all safety requirements in and around traveling exhibits including safety validation of the exhibits and all exhibit operations, processes, and procedures. Safety requirements shall include: maintenance of all safety equipment; identifying and upgrading all equipment that does not meet safety standards; identification of potential hazards and concerns while at an event; and safety of all visitors in and around the exhibits. In addition, safety responsibilities include defining and implementing established procedures for immediate contact to "911" in the event of an emergency and notification of local police / security during a threatening situation.

6.8.3.7 The contractor shall assist disabled visitors with safe ingress and egress to/from exhibits; ensure publication storage / stocking; and adjust temperature, lighting, audio and video levels. The contractor shall ensure that traveling exhibits and all associated equipment are secure at all times. The contractor shall be responsible for maintaining the entire exhibit and maintaining a clean appearance for public presentation, which includes: vacuuming the floors, sweeping inside and outside the exhibit, wiping down the walls and screens, and cleaning the floors.

6.8.4 Property / Inventory. The contractor shall implement and maintain an electronic inventory control system to track, control, and distribute all publications and Government furnished, contractor acquired property. The contractor shall track, store, maintain,

ship and receive the exhibit inventory to be used in museum loans and other venues. In addition, the contractor shall warehouse, stock, and deliver to distribution sites a consolidated inventory of publications for Marshall's media, exhibits, public inquiries, employee relations, government, community, and guest operations. This effort includes providing bulk quantities of publications from on-hand inventories as requested. Additionally, the contractor shall store and manage publications for current and future reference documents and publications in the appropriate medium (hard copy or electronic). Documents and publications include: fact sheets; news references; press kits for Shuttle missions; information and mission summaries; brochures; standardized responses to inquiries; and audiovisual resources such as still photos. The contractor shall comply with the Government property clauses specified elsewhere in the contract.

6.9 Event Management. The contractor shall assist Marshall in coordinating, facilitating, and implementing event management activities in support of Marshall sponsored center and special events. The contractor shall provide support for multiple events occurring at the same time and at various locations. Events may be on-site in the local commuting area or at a remote location requiring overnight stays. The contractor shall maintain contacts, technical experts, purchasing sources, and other resources to respond rapidly to last minute or quick-turnaround requirements. The contractor shall support and coordinate Marshall vendor services, including filling out all necessary paperwork, and procuring services in a timely manner.

6.9.1 Event Coordination. The contractor shall provide special event coordination to organize conferences, meetings, workshops, technical interchange meetings, symposia, display areas, outdoor activities, and other on-site and off-site events. The contractor shall coordinate with the requestor to determine event needs. The contractor shall support and coordinate all event logistical requirements. The contractor shall arrange all logistics associated with organizing programs and events to include: managing the creation and production of publicity products consistent with key messages and communication plans, catering, room and speaker support, audiovisual needs, including photography, audio-video; coordinating all necessary arrangements with facilities, graphic needs, and janitorial requirements to support an event. The contractor shall coordinate all requirements from beginning to completion, and assure their quality during the event.

6.9.2 Logistics Support and Guest Operations. The contractor shall facilitate requested government and community events and guest operations to foster relationships with stakeholders. This includes supporting a broad range of government, community, and guest operations such as Marshall's Speaker's Bureau Program, the Von Braun Forum and Dinner, the annual Huntsville Chamber of Commerce breakfast and biennial Open House, Combined Federal Campaign, NASA Administrator and Associate Administrator visits, Congressional visits, NASA dignitaries visits, Industry / academia VIPs, international visits, and other public events and receptions at which Marshall hosts community representatives. These efforts frequently include coordinating support from organizations across the Agency, Marshall, and the community.

6.9.2.1 The contractor shall support event and guest trips by facilitating host responsibilities and coordinating topics, talent, presentation support, event-unique requirements, transportation, and other logistical details. The contractor shall also receive, evaluate, and coordinate requests; maintain executive engagement planner in coordination with OSAC executive communications and Director's staff; recommend adjustments to schedules and

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agendas; and identify requirements for speechwriting, exhibits, audiovisual and other outreach support.

6.9.2.2 The contractor shall identify all materials / merchandising needed for government, community, and guest operations, conduct cost analysis, and negotiate with vendors to obtain best value for the government.

6.9.2.3 The contractor shall maintain a contact database containing information such as names, addresses, titles, and historical data for elected officials; NASA contractor companies; NASA and Marshall senior leaders; regional and local university and colleges; and Redstone Arsenal officials. The contractor shall utilize this database to invite participants to Marshall's events and outreach activities. Additionally, the contractor shall maintain Speakers Bureau information on the Marshall web site.

7.0 Indefinite Delivery / Indefinite Quantity (IDIQ)

During the course of the contract, it is anticipated that work will be fluid and that work fluctuations will be handled within existing mission capacity. IDIQ task orders will be required for special studies and assignments not being performed in the mission portion of the contract. These IDIQ task orders will require Subject Matter Expert support – interim and long term, for the OSAC PWS functional areas of Strategic Research and Analysis (4.0); Communication Strategy, Planning, and Message Management (5.0); and Communication Product and Service Development and Delivery (6.0). These task orders will require senior expert guidance, analysis, research, and content development related to strategic communication activities including, but not limited to, environmental monitoring, stakeholder analysis, measuring communication effectiveness, communication planning, and key message management. Personnel support must be provided with minimal turn-around time as required by the customer.

Each IDIQ task order will be funded separately and the Contractor shall estimate, track, and report technical and budget progress on an individual task order basis. The number of IDIQ tasks will vary year-to-year. Task Orders will be submitted by the COTR and approved by the Contracting Officer. An overview of the IDIQ task order process is provided at Attachment J-8. The contractor shall submit a monthly IDIQ task order progress report in accordance with DRD 1140MA-003, Quarterly and Monthly Technical Progress Report.

[END OF ATTACHMENT J-1]

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ATTACHMENT J-5

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EXHIBIT NUMBER

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Support Services**

PROJECT/SYSTEM

DATA PROCUREMENT DOCUMENT

Schafer Corporation

CONTRACTOR

November 15, 2007

DATE

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ITEM	PAGE	STATUS	ITEM	PAGE	STATUS
DPD	ALL	Revision A			

1.0 INTRODUCTION

1.1 Scope: Subject to the Rights in Data clause, this Data Procurement Document (DPD) sets forth the data requirements in each Data Requirements Description (DRD) and shall govern that data required by the DPD for the contract. The contractor shall furnish data defined by the DRD's listed on the Data Requirements List (DRL) by category of data, attached hereto, and made a part of this DPD. Such data shall be prepared, maintained, and delivered to NASA in accordance with the requirements set forth within this DPD. In cases where data requirements are covered by a Federal Acquisition Regulation (FAR) or NASA FAR Supplement (NFS) clause, that clause shall take precedence over the DPD, consistent with clause FAR 52.215-8.

1.2 DPD Description: This DPD consists of a Document Change Log, a Page Revision Log, an Introduction, a Statement of General Requirements, DPD maintenance procedures, a DRL, and the DRD's.

1.2.1 General Requirements: The general requirements, as specified in paragraph 2.0 of this DPD, prescribe those requirements applicable to the preparation, maintenance, and delivery of data that are better defined in aggregate than in the individual DRD's.

1.2.2 Data Requirements List (DRL): Throughout the performance of the contract, the DRL provides a listing by data category of the data requirements of the DPD.

1.2.3 Data Requirements Descriptions (DRD's)

1.2.3.1 Each data requirement listed on the DRL is given complete definition by a DRD. The DRD prescribes content, format, maintenance instructions, and submittal requirements.

1.2.3.2 For the purpose of classification and control, DRD's of this DPD are grouped into the following broad functional data categories:

<u>CATEGORY SYMBOL</u>	<u>DESCRIPTION</u>
CD	Contractual Data
LS	Logistics/Support
MA	Management
SA	Safety

1.2.3.3 The symbols representing these data categories form part of the prefix of the DRD identification number. The first numerical characters reflect the DPD number.

1.2.3.4 To facilitate the usage and maintenance of the DPD, the DRD's have been sectionalized in accordance with the above data categories.

1.2.3.5 The DRD's are filed by data category and are in alpha-numeric sequence as listed on the DRL page (or pages) that precedes the DRD's.

1.2.4 Document Change Log (DCL) and Page Revision Log (PRL): The Document Change Log chronologically records all revision actions that pertain to the DPD. The Page Revision Log describes the current revision status of each page of the DPD and thus, at all times, provides its exact configuration.

1.2.5 DPD Maintenance Procedures: Maintenance procedures define the detailed methods to be employed in maintaining the DPD. Detailed maintenance procedures are specified in paragraph 3.0 of this DPD.

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1.3 Data Types for Contractual Efforts: The types of data and their contractually applicable requirements for approval and delivery are:

<u>TYPE</u>	<u>DESCRIPTION</u>
1*	All issues and interim changes to those issues require written approval from the requiring organization before formal release for use or implementation.
2*	NASA reserves a time-limited right to disapprove in writing any issues and interim changes to those issues. The contractor shall submit the required data to NASA for review not less than 45 calendar days** prior to its release for use. The contractor shall clearly identify the release target date in the "submitted for review" transmittal***. If the data is unacceptable, NASA will notify the contractor within 45 calendar days** from the date of submission, regardless of the intended release date***. The contractor shall resubmit the information for reevaluation if disapproved. The submittal is considered approved if the contractor does not receive disapproval or an extension request from NASA within 45 calendar days**.
3	These data shall be delivered by the contractor as required by the contract and do not require NASA approval. However, to be a satisfactory delivery, the data shall satisfy all applicable contractual requirements and be submitted on time.
4	These data are produced or used during performance of the contract and are retained by the contractor. They shall be delivered only when NASA requests in writing and shall be delivered in accordance with the instructions in the request. The contractor shall maintain a list of these data and shall furnish copies of the list to NASA when requested to do so.
5	These data are incidental to contract performance and are retained by the contractor in those cases where contracting parties have agreed that formal delivery is not required. However, the Contracting Officer or the Contracting Officer's Representative shall have access to and can inspect this data at its location in the contractor's or subcontractor's facilities, or in an electronic database accessible to the Government.
*	Note: Type 1 and Type 2 data may be placed under NASA configuration management control when designated by NASA. CM control requires the contractor to submit Type 1 and Type 2 data updates through Engineering Change Proposals (ECPs).
**	Note: This time limit may be tailored for individual DPDs to meet the requirements of the procuring activity.
***	Note: If the contractor does not identify a release target date or if the intended release date is shorter than 45 calendar days from the date of submission, the 45 calendar days review cycle stands (or the tailored Type 2 time limitation for the specific procurement).

2.0 STATEMENT OF GENERAL REQUIREMENTS

2.1 Applicable/Reference Documents: Documents included as applicable documents in this DPD are the issue specified in the Statement of Work, and form a part of the DPD to the extent specified herein. Applicable documents listed in Item 15.2 of a DRD are applicable only to the preparation of the deliverable documentation described by that DRD.

References to documents other than applicable documents in the data requirements of this DPD may sometimes be utilized, and shall be indicated in 13. Remarks of the DRD. These do not constitute a contractual obligation on the contractor. They are to be used only as a possible example or to provide related information to assist the contractor in developing a response to that particular data requirement.

2.2 Subcontractor Data Requirements

2.2.1 The contractor shall specify to subcontractors and vendors, if any, the availability source of all data required for the satisfactory accomplishment of their contracts. The contractor shall validate these requirements for documents when appropriate; where the requirement concerns other contractor data, the contractor shall provide his subcontractor or vendor with the necessary documents. All such requests shall be accomplished under the auspices of the contractor.

2.2.2 Reference to subcontractor data in the contractor's responses is permissible, providing the references are adequate and include such identification elements as title, number, revision, etc., and a copy of the referenced data is supplied with the response document at time of delivery to NASA.

2.3 Data Distribution, Format, Data Restriction Marking, and Transmittal

2.3.1 Distribution: Distribution of required documentation shall be in quantities determined by the Contracting Officer. Recipient names and email (if applicable) addresses shall be noted on a separate distribution list to be furnished by the Contracting Officer. The Contracting Officer's letter may include other information pertinent to delivery of data, as required.

2.3.2 Format

2.3.2.1 Electronic Format: Electronic submission of data deliverables is required. Electronic deliverables shall be printable. Data deliverables shall be delivered to NASA in the format specified below unless a specific format is required by a DRD. Data submittals shall consist of a single Adobe Acrobat PDF file and the native format electronic file(s). The preferred native formats include Microsoft Word, Excel, PowerPoint or CAD drawing plot file, as appropriate. Where a single native format file is not possible, multiple files may be integrated into a single ZIP file for submission. The organization of the contents of the integrated ZIP file shall be made readily apparent to the reader, and each file within the integrated product shall be clearly identifiable and traceable within the organization of the integrated product. If files are fragmented, file names shall be labeled logically and contiguously, and the files shall be easily reassembled or merged (e.g. 1 filename, 2 filename, 2a filename, etc.). The software versions shall be confirmed prior to submittals.

2.3.2.2 Hardcopy Format: In addition to the electronic submittal, one hardcopy package of specific data deliverables shall be delivered to the NASA Contracting Officer for the Government contract file. This requirement is indicated in Item 15.4, Format of each DRD. The hardcopy package shall consist of the contractor's Transmittal Memo and one copy of the data deliverable.

2.3.3 Data Restriction Marking

2.3.3.1 Data Restriction Determination and Marking Requirements: The contractor shall determine the data restriction that applies to each data deliverable and mark the data restriction on the data coversheet, or indicate the data restriction in the data transmittal package if the data format precludes identification of data restriction directly in the data. The contractor shall make a determination for each individual data deliverable item, and shall not apply a default or blanket data restriction marking to all data deliverables (e.g., "data may be export restricted"). If NASA does not agree with the contractor applied data restriction, the NASA Contracting Officer shall return the data to the contractor, cancel the markings, or ignore the markings consistent with the procedures set forth in the "data rights" clause(s) contained in the contract.

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- 2.3.3.2 Data Restriction Categories and Marking Statements: The contractor shall consider the following data restriction categories, as a minimum, and utilize specified marking statements.

If data delivered under this contract is subject to the International Traffic in Arms Regulations (ITAR), the data shall contain an "ITAR Notice" as follows:

International Traffic in Arms Regulations (ITAR) Notice

This document contains information which falls under the purview of the U.S. Munitions List (USML), as defined in the International Traffic in Arms Regulations (ITAR), 22 CFR 120-130, and is export controlled. It shall not be transferred to foreign nationals, in the U.S. or abroad, without specific approval of a knowledgeable NASA export control official, and/or unless an export license/license exemption is obtained/available from the United States Department of State. Violations of these regulations are punishable by fine, imprisonment, or both.

If data delivered under this contract is subject to the Export Administration Regulations (EAR), the data shall contain the "EAR Notice" as follows:

Export Administration Regulations (EAR) Notice

This document contains information within the purview of the Export Administration Regulations (EAR), 15 CFR 730-774, and is export controlled. It may not be transferred to foreign nationals in the U.S. or abroad without specific approval of a knowledgeable NASA export control official, and/or unless an export license/license exception is obtained/available from the Bureau of Industry and Security, United States Department of Commerce. Violations of these regulations are punishable by fine, imprisonment, or both.

If the contract contains FAR 52.227-14 *Alternate II*, the "Limited Rights Notice" may be applicable to data (other than computer software) delivered under this contract.

If the contract contains FAR 52.227-14 *Alternate III*, the "Restricted Rights Notice" may be applicable to computer software delivered under this contract.

If the contract contains FAR 52.227-20, the "SBIR Rights Notice" may be applicable to SBIR data delivered under this contract.

In accordance with the applicable data clause (e.g., FAR 52.227-14(c) or FAR 52.227-20(c)), the contractor may be able to assert a copyright claim in data delivered under this contract. When claim to copyright is made, the Contractor shall affix the applicable copyright notices of 17 U.S.C. 401 or 402 and acknowledgment of Government sponsorship (including contract number) to the data when such data are delivered to the Government.

2.3.4 Transmittal

- 2.3.4.1 Data shall be transmitted to NASA by email, CD or DVD, hardcopy, or other mechanism agreed to by the Contracting Officer, COTR, and Project representatives who are responsible to receive, index, and store the data deliverables.

- 2.3.4.2 If email is used to transmit data deliverables, the email size shall be 10 Megabytes or less to ensure receipt by the NASA email servers. Encrypted email format shall be used to transmit data which has been judged sensitive by the contractor (e.g., export controlled, limited rights data, SBIR, restricted computer software, copyrighted, etc.).

- 2.3.4.3 Data Transmittal Package: Each data transmittal package shall include:

- a. Transmittal memorandum that specifies the meta-data below for each data transmittal:
 1. Contract number.
 2. Data Requirements Description (DRD) number.

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3. DRD data type (specified in Item 3 on the DRD).
 4. Submission date or milestone being satisfied.
 5. Document number and revision.
 6. Document title.
 7. File names of all files being delivered; file naming convention shall clearly identify the document being delivered.
 8. Distribution (as defined by the Contracting Officer's letter).
 9. Requested response date.
 10. Contractor assigned data restriction (export controlled, limited rights data, SBIR, restricted computer software, copyrighted, etc.) if not marked on data.
 11. NASA Records Retention Schedule (NRRS) number, if applicable. (See NPR 1441.1, NASA Records Retention Schedules)
- b. Printable electronic files or hardcopy data.

- 2.3.5 Use of the MSFC Documentation Repository: Marshall Policy Directive (MPD) 2210.1 specifies the requirements for utilizing the Documentation Repository. Electronic data deliverables should be transmitted directly to the Repository via a secure web page, available at <https://webpub.nis.nasa.gov/submittal/index.html>. Computer-Aided Design (CAD) drawings shall be submitted in the original native vector, Hewlett-Packard Graphic Language (HPGL) and raster image formats.
- 2.4 Printing: All printing, duplicating, or binding shall be in accordance with NFS 1852.208-81, Restrictions on Printing and Duplicating. Printing of formal reports and Type 1 and 2 data in book format shall be in accordance with the following general specifications:
- a. Method of reproduction – offset/xerography.
 - b. Finished size – 8 1/2" X 11".
 - c. Paper – 20-pound opaque bond.
 - d. Cover – Litho cover stock.
 - e. Pages shall be printed on both sides; blank pages shall be avoided when possible.
 - f. Oversize pages shall be avoided when possible, but if necessary shall be folded to 8 1/2" X 11".
 - g. Binding shall be the most economical method commensurate with the size of the report and its intended use.
- 2.5 Contractor's Internal Documents: The contractor's internal documents shall be used to meet the data requirements of this DPD unless a specific format is required by the applicable DRD.
- 2.6 Document Identification: Type 1 and 2 documents published by the contractor and submitted in response to the data requirements of this DPD shall be identified within an organized identification numbering system prescribed to NASA by the contractor and, if applicable, as approved by NASA. For all data types, the document number, change legend, date, and title constitute the minimum identification of the specific document and shall appear on the cover and title page. The contract number shall also appear on the cover and title page as separate markings. The originator and organization shall be included on the title page. The document number, change legend, and date shall appear on each page of the document. In the front matter of each document, identify the DPD number and applicable DRD number(s) required for document preparation. Successive issues or revisions of documents shall be identified in the same manner as the basic issue and shall have appropriate change identification. Drawings and ECPs are excluded from the marking provisions of this paragraph. All Type 1 documentation, excluding configuration management requirements, shall be marked "PRELIMINARY PENDING NASA APPROVAL," and once approved shall be reissued with "APPROVED BY NASA" and the date and approval authority annotated on the cover.
- 2.7 Reference to Other Documents and Data Deliverables in Data Submittals: All referenced documents shall be made readily available to the cognizant NASA organization upon request. The contractor should make sure that the references are available to NASA in a manner which does not incur delays in the use of the response document. Reference may be made, within one data submittal, to other data submittals delivered in response to this DPD in those cases where the data required by one DRD may have been delivered by the contractor in

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response to another DRD. The reference to previously-submitted data shall include the applicable DRD number, data submittal version date, and location within the referenced document.

2.8 Maintenance of Type 1 Document Submittals

2.8.1 Revisions of Type 1 documentation may be accomplished either by individual page revision or by a complete reissue of the document identified in accordance with requirements of 2.7 above, with the exception of drawings (which shall be revised in accordance with contract configuration management requirements).

2.8.2 Individual page revisions shall be made as deemed necessary by the contractor or as directed by the Contracting Officer.

2.8.3 A Type 1 document shall be completely reissued when, in the opinion of the contractor and/or NASA, the document has been revised to the extent that it is unusable in its present state, or when directed by the Contracting Officer. When complete reissues are made, the entire contents of the document shall be brought up to date and shall incorporate revised pages. All revisions shall be recorded. A revision log shall identify complete reissues except for periodic reports and documents which are complete within themselves as final.

2.8.4 Changes of a minor nature to correct obvious typing errors, misspelled words, etc., shall only be made when a technical change is made, unless the accuracy of the document is affected.

2.8.5 All revised pages shall be identified by a revision symbol and a new date. Each document shall contain a log of revised pages that identify the revision status of each page with the revision symbol. This list shall follow the table of contents in each document. The line or lines revised on a given page shall be designated by the use of vertical line in the margin of the page, and the change authority shall be indicated adjacent to the change.

2.8.6 Contractor Type 1 documents shall not be submitted containing pen and ink markups which correct, add to, or change the text, unless schedule problems exist and approval is obtained in writing from the Contracting Officer. Such markups, however, shall not exceed 20 percent of the page content and shall be acceptable provided that the reproduced copies are legible. In addition, hand-drawn schematics, block diagrams, data curves, and similar charts may be used in original reports in lieu of formally prepared art work, as long as legibility of copies is not impaired. Acceptability shall be determined by the Contracting Officer.

3.0 DPD MAINTENANCE PROCEDURES

3.1 NASA-Initiated Change: New and/or revised data requirements shall be incorporated by contract modification to which the new or revised portion of the DPD shall be appended. The contractor shall notify the Contracting Officer in the event a deliverable data requirement is imposed and is not covered by a DRD, or when a DRD is changed by a contract modification and for which no revision to DPD is appended. In such cases, the contractor shall submit the requested changes to NASA for approval. See paragraph 3.3.1 for change procedures.

3.2 Contractor-Initiated Change: Contractor-proposed data requirements or proposed changes to existing requirements shall be submitted to NASA for approval.

3.3 DPD Change Procedures

3.3.1 Changes to a contractual issue of this DPD shall be identified by NASA on the Document Change Log and Page Revision Log. The actual revised material on the DPD page shall be identified by placing a heavy vertical line in the right-hand margin extending the entire length of the change. In addition, the numerical control number of the contractual direction authorizing the change shall be placed adjacent to the vertical revision line. These revision identifiers shall be used to reflect the current revision only; any previous symbols on a page shall be deleted by the current revision.

3.3.2 The date of the contractual direction paper, e.g., Change Order, Supplemental Agreement, or Contracting Officer's letter shall be entered under the "Status " column of the Page Revision Log adjacent to the affected

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page or DRD number, and in the "as of" block. The date that was in the "as of" block shall be entered in the "Superseding" block.

3.3.3 The Document Change Log entitled "Incorporated Revisions" shall be changed to indicate the number, portions affected, and associated Supplemental Agreement number, if applicable.

3.3.4 The Document Change Log entitled "Outstanding Revisions" is changed periodically to indicate outstanding Change Orders and Contracting Officer notification letters.

3.4 DPD Reissues

3.4.1 When conditions warrant, the DPD shall be reissued by NASA and shall supersede the existing DPD in its entirety. Reissues shall be issued by contractual direction.

3.4.2 All revision symbols (vertical lines and contractual direction control numbers) shall be removed from all pages; revision dates shall remain in the Date Revised block on DRD's that have been revised. The issue symbol, which shall commence with "A" and progress through "Z," shall be entered in the DPD identification block of each DRD page of the DPD.

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Office of Strategic Analysis and Communications (OSAC) Support Services

Data Requirements List

<u>DRD</u>	<u>DATA TYPE</u>	<u>TITLE</u>	<u>OPR</u>
CD - Contractual Data 1140CD-001	2	Contractor Information Technology (IT) Security Program Plan	IS10
LS -Logistics 1140LS-001	2	Government Property Management Plan	AS41
MA - Management 1140MA-001	1	Management Plan	CS01
1140MA-002	3	Financial Management Reports (533M and 533Q)	CS40
1140MA-003	3	Quarterly and Monthly Technical Progress Reports	CS01
1140MA-004	3	Badged Employee and Remote IT User Listing	AS50
1140MA-005	3	Contractor Employee Clearance Documents	AS50
1140MA-006	3	Position Risk Designation for Non-NASA Employee	AS50
1140MA-007	2	Organizational Conflict of Interest (OCI) Avoidance Plan	PS33
SA - Safety 1140SA-001	2	Safety, Health and Environmental (SHE) Plan	AS10/QD12
1140SA-002	3	Mishap and Safety Statistics Report	QD50

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** 1140CD-001
3. **DATA TYPE:** 2
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/2

6. **TITLE:** Contractor Information Technology (IT) Security Program Plan

7. **DESCRIPTION/USE:** To ensure that the contractor fully understands their responsibility for information and information technology (IT) security as required in NFS 1852.204-76. This plan will describe the contractor's information technology security program that addresses the management, operational, and technical aspects of protecting the confidentiality, integrity and availability of information and information technology systems.

8. **OPR:** IS10 9. **DM:** CS01

10. **DISTRIBUTION:** Per Contracting Officer's letter

11. **INITIAL SUBMISSION:** 30 days after contract modification

12. **SUBMISSION FREQUENCY:** Revise as required after any significant changes

13. **REMARKS:** The Federal Information Processing Standards (FIPS) Publication Series of the National Institute of Standards and Technology (NIST) is the official series of publications relating to standards and guidelines adopted and promulgated under the provisions of the Federal Information Security Management Act (FISMA) of 2002. FIPS Pub 200, Minimum Security Requirements for Federal Information and Information Systems, specifies minimum security requirements for information and information systems supporting the executive agencies of the federal government and a risk-based process for selecting the security controls necessary to satisfy the minimum security requirements.

The seventeen security-related areas to be addressed in the content of the Contractor IT Security Program Plan represent a broad-based, balanced information technology security program that addresses the management, operational, and technical aspects of protecting information and information technology systems. Additional information for these security-related areas can be found in FIPS Pub 200.

14. **INTERRELATIONSHIP:** PWS paragraph 3.6

15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The extent of the Contractor IT Security Program Plan can vary and shall be appropriate to comply with the breadth of sensitivity level security requirements for protecting information and information technology (IT) when the Contractor or its subcontractors must obtain physical or electronic access to NASA's computer systems, networks, or IT infrastructure, or where information is stored, generated, processed or exchanged by/with NASA or on behalf of NASA by a contractor or subcontractor, regardless of whether the information resides on a NASA or a contractor/ subcontractor's information system.

- 15.2 **APPLICABLE DOCUMENTS:**
NFS 1852.204-76 *Security Requirements for Unclassified Information Technology Resources (May 2007)*

- 15.3 **CONTENTS:** The Contractor IT Security Program Plan shall contain:
 - a. A brief description of the types of information that will be stored, generated, processed, or exchanged with NASA or on behalf of NASA during the performance of the contract. Provide the security categorization of the information (LOW, MODERATE, or HIGH). A description of the policy or procedure to ensure the return of all NASA information and IT resources provided to the contractor during the performance of the

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contract and certify that all NASA information has been purged from contractor-owned systems used in the performance of the contract.

DRD Continuation Sheet

TITLE: Contractor Information Technology (IT) Security
Program Plan

DRD NO.: 1140CD-001

DATA TYPE: 2

PAGE: 2/2

15. **DATA PREPARATION INFORMATION (CONTINUED):**

- b. A brief description regarding personnel (location, local or remote connections or access, privileged users, etc.) and the IT resources (NASA provided or contractor-owned) and environments utilized in the support of the work to be performed and their access to information identified.
- c. A brief description of policy or procedure that ensures the contractor inserts NFS 1852.204-76 in all subcontracts as required.
- d. Provide a description of each of the security-related areas (see Remarks) with regard to policies and procedures of the contractor's enterprise-wide information technology security program protecting the confidentiality, integrity, and availability of information and information technology systems.
 - 1. Management.
 - (a) Certification, Accreditation, and Security Assessments.
 - (b) Planning.
 - (c) Risk Assessment.
 - (d) Systems and Services Acquisition.
 - 2. Operational.
 - (a) Awareness and Training.
 - (b) Configuration Management.
 - (c) Contingency Planning.
 - (d) Incident Response.
 - (e) Maintenance.
 - (f) Media Protection.
 - (g) Physical and Environmental Protection.
 - (h) Personnel Security.
 - (i) System and Information Integrity.
 - 3. Technical.
 - (a) Access Control.
 - (b) Audit and Accountability.
 - (c) Identification and Authentication.
 - (d) System and Communications Protection.

NOTE: Any security-related area not currently implemented in the Contractor's IT security program shall be identified and the contractor's plan of action for implementation shall be explained.

15.4 **FORMAT:** Contractor format is acceptable and shall be consistent with contents of paragraph 15.3d of this DRD.

15.5 **MAINTENANCE:** Changes shall be incorporated by change page or complete reissue.

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140LS-001**
3. **DATA TYPE:** 2
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/1
6. **TITLE:** Government Property Management Plan
7. **DESCRIPTION/USE:** To describe the method of controlling and managing Government property.
8. **OPR:** AS41 9. **DM:** CS01
10. **DISTRIBUTION:** Cognizant property administrator
11. **INITIAL SUBMISSION:** Preliminary three months after Authority to Proceed (ATP)
12. **SUBMISSION FREQUENCY:** Final one year after ATP, revise as required
13. **REMARKS:** This document shall be the official contract requirements document for the control and identification of all Government property.
14. **INTERRELATIONSHIP:** PWS paragraph 3.2
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Government Property Management Plan defines the contractor's methods of care, accounting, and control of Government property.
- 15.2 **APPLICABLE DOCUMENTS:**
 - FAR *Federal Acquisition Regulation, Part 45*
 - NPR 5100.4B *Federal Acquisition Regulation Supplement, (NASA/FAR Supplement) Part 18-45 and latest revisions thereto*
- 15.3 **CONTENTS:** The Government Property Management Plan shall satisfy the requirements of the documents listed in 15.2, and the contract. This plan shall consist of those procedures which constitute the contractor's property management system and shall include the following categories:
 - a. Property management.
 - b. Acquisition.
 - c. Receiving.
 - d. Identification.
 - e. Records.
 - f. Movement.
 - g. Storage.
 - h. Physical inventories.
 - i. Reports.
 - j. Consumption.
 - k. Utilization.
 - l. Maintenance.
 - m. Subcontractor control.
 - n. Disposition.
 - o. Contract close-out.
- 15.4 **FORMAT:** Contractor format is acceptable.
- 15.5 **MAINTENANCE:** Changes shall be incorporated by change page or complete reissue.

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-001**
3. **DATA TYPE:** 1
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/1
6. **TITLE:** Management Plan
7. **DESCRIPTION/USE:** To provide a description of the Contractor's management system, organization and provide insight for accomplishing the requirements set forth in the contract.
8. **OPR:** CS01 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter
11. **INITIAL SUBMISSION:** 30 days after Authority to Proceed (ATP)
12. **SUBMISSION FREQUENCY:** Revise as required
13. **REMARKS:**
14. **INTERRELATIONSHIP:** PWS paragraph 3.1
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Management Plan describes the Contractor's concept plans, practice, and approach for accomplishing the requirements set forth in the contract, i.e., managing and controlling project tasks, experimental work, management interfaces, and staffing. The plan shall be in such detail as necessary to convey the Contractor's internal procedures.
- 15.2 **APPLICABLE DOCUMENTS:** None
- 15.3 **CONTENTS:**
 - a. The plan shall include a detailed description by which the Contractor proposes to accomplish each task down to the Level III WBS task level.
 - b. The plan shall also include a description of management concepts, plans, project management and task/control systems, organizational approach, and communication channels between the Contractor and the Government. This shall include descriptions, flow charts, schedules, and other documentation necessary to give a comprehensive plan of organization and accomplishment.
 - c. The plan shall include the Contractor's approach for risk assessment.
- 15.4 **FORMAT:** Contractor format is acceptable.
- 15.5 **MAINTENANCE:** Changes shall be incorporated by change page or complete reissue.

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-002**
3. **DATA TYPE:** 3
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/2
6. **TITLE:** Financial Management Report (533M and 533Q)
7. **DESCRIPTION/USE:** To provide quarterly and monthly financial reports for monitoring program costs. The 533M and 533Q reports are the official cost documents used at NASA for cost type, price redetermination, and fixed price incentive contracts.
8. **OPR:** CS40 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter
11. **INITIAL SUBMISSION:** An initial report in the 533Q format is required within 30 working days after Authority to Proceed. Initial 533M reporting shall begin no later than 30 days after the incurrence of cost.
12. **SUBMISSION FREQUENCY:** 533Q: Quarterly; no later than the 15th day of the month preceding the quarter being reported in columns 8a, 8b, and 8c. 533M: Monthly; no later than 10 working days following the close of the contractor's accounting month.
13. **REMARKS:** The data contained in the reports shall be auditable using Generally Accepted Accounting Principles.
14. **INTERRELATIONSHIP:** NFS 1852.242-73, *NASA Contractor Financial Management Reporting*, (November 2004). PWS paragraphs 3.1 and 3.4
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Financial Management Reports provides data on accumulated costs and funding projections for management of the contract.
- 15.2 **APPLICABLE DOCUMENTS:**
NPR 9501.2D *NASA Contractor Financial Management Reporting*
- 15.3 **CONTENTS:** The elements of cost for financial reporting shall be mutually agreed by the contractor and NASA project office. The Financial Management Reports (533M and 533Q) shall be prepared in accordance with the detailed instructions provided on the reverse side of the NASA Forms 533M and 533Q and the supplementary instructions set forth in NPR 9501.2D, Chapter 3.
 - a. 533Q Quarterly Report shall include actual cost and cost projections at the total contract level. The initial 533Q report shall reflect the original contract value detailed by negotiated reporting categories and serve as the original baseline plan.
 - b. 533M Monthly Report shall include actual cost and cost projections at the total contract level.

A summary level page reflecting cumulative total contract cost since inception shall be included. In addition, the contractor shall provide a detailed break-out of current month and cumulative costs by labor totals and work order totals, by customer. Reconciliation between the 533M/533Q and the Monthly IDIQ Task Order Progress Report and Monthly Work Order Progress Report shall be submitted as an attachment to the 533M/533Q Report.

The contractor shall also provide a written narrative as an attachment to the 533M/533Q Report for estimate versus actual variances greater than 5%.

DRD Continuation Sheet

TITLE: Financial Management Report (533M and 533Q)

DRD NO.: 1140MA-002

DATA TYPE: 3

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15. **DATA PREPARATION INFORMATION (CONTINUED):**

15.4 **FORMAT:** Contractor internal automated printout reports may be substituted for 533M/533Q forms (with NASA Contracting Officer's approval) provided that the contractor report contains all of the data elements required by NASA Forms 533M and 533Q. Electronic submission of contractor data is strongly encouraged (reference NPR 9501.2, paragraph 3.7).

15.5 **MAINTENANCE:** None required

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-003**
3. **DATA TYPE:** 3
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/2
6. **TITLE:** Quarterly and Monthly Technical Progress Reports
7. **DESCRIPTION/USE:** To provide data for the assessment of contract progress. To provide visibility to Contractor and MSFC Management of actual and potential problems and progress toward meeting the requirements of the contract.
8. **OPR:** CS01 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter
11. **INITIAL SUBMISSION:** Quarterly Self-Evaluation: Ten calendar days following the end of the first calendar year quarter. Monthly Work Order Progress: Ten calendar days following the end of the first month after ATP. Monthly IDIQ Task Order Progress: Ten calendar days following the end of the first month after ATP.
12. **SUBMISSION FREQUENCY:** Quarterly Self-Evaluation: The report shall be submitted ten calendar days following the end of each calendar year quarter. Monthly Work Order Progress: The report shall be submitted ten days following the end of each month. Monthly IDIQ Task Order Progress: The report shall be submitted ten days following the end of each month.
13. **REMARKS:**
14. **INTERRELATIONSHIP:** PWS paragraphs 3.1, 3.4 and 7.0
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Quarterly and Monthly Technical Progress Reports shall provide a comprehensive status on all IDIQ tasks and work orders in support of the PWS. Reports shall include the necessary information to assess status, obtain required approvals from authorizing government officials, track cost and workforce information, and identify problems that need resolution for accomplishment of contract efforts.
- 15.2 **APPLICABLE DOCUMENTS:** None
- 15.3 **CONTENTS:** The Quarterly and Monthly Technical Progress Reports shall contain the following information as a minimum:
 - a. **Quarterly Self-Evaluation:**
 1. Significant accomplishments of work performed, status of on-going activities, upcoming events and milestones, and outstanding issues which may impede performance or impact performance, schedule or cost for all PWS activities outlined in Attachment J-1.
 2. Schedule of major actions and/or milestones to be performed for all PWS activities outlined in Attachment J-1.
 3. Any other information that may assist the technical evaluators in evaluating the technical and administrative program: such as technical results and recommendations, innovative processes, cost-reduction initiatives, etc
 4. Performance metrics and a summary of incentive metrics for all PWS activities outlined in Attachment J-1.
 5. Labor hours and corresponding WYEs expended in each Level III WBS task by sponsoring organization/customer, for the current months and cumulative months, showing overtime hours separately. Labor hours and corresponding WYE's shall also be broken down by prime contractor, teammates, and sub-contractors.

DRD Continuation Sheet

TITLE: Quarterly and Monthly Technical Progress Reports
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15. **DATA PREPARATION INFORMATION (CONTINUED):**

6. Total dollars/cost actuals expended in each Level III WBS task by sponsoring organization/ customer, for the current months and cumulative months. Total dollars and cost shall also be broken down by prime contractor, teammates, and sub-contractors.
 - (a) Mission (including overtime).
 - (b) IDIQ Task Orders.
7. Estimated (anticipated) dollars/cost needed through current Government Fiscal Year in each Level III WBS task by sponsoring organization/customer.
 - (a) Mission (including overtime).
 - (b) IDIQ Task Orders.
- b. Monthly IDIQ Task Order Progress:
 1. Contract number, task order number, and date of the order.
 2. Task ceiling price.
 3. Cost and hours summary of the status of all tasks issued under the contract.
 4. Cost and hours incurred, for the month and cumulative, to-date for each issued task.
 5. Significant issues/problems and corrective action associated with a task.
 6. Accounting and Appropriation Data (cost and hours) reported to the Unique Project Number (UPN) or its equivalent.
 7. Supporting data down to WBS Level III.
- c. Monthly Work Order Progress:
 1. Work Order Number, Work Order Title, Unique Project Number (UPN).
 2. Cost and hours summary of the status of all work orders issued under the contract by organization / customer.
 3. Estimated and actual costs incurred for each issued task.
 4. Copies of all active work orders. Each work order shall provide the following information:
 - (a) Name of Government Requesting Official / Organization.
 - (b) Work Order Originator and date of order creation.
 - (c) Description of services to be performed and/or products to be delivered.
 - (d) Period-of-performance.
 - (e) Special instructions, rationale, and comments as applicable.
 - (f) Estimated and actual total dollar cost and workforce requirements by major cost element (labor, travel, etc.) for each work order and in summary for each contract year.
 - (g) Time limitations as applicable.
 - (h) Deliverables and milestone dates.
 - (i) Status Tracking, approval tracking, and revision tracking as applicable.
 - (j) Accounting and Appropriation Data (cost and hours) reported to the Unique Project Number (UPN) or its equivalent.
 - (k) Supporting data down to WBS Level III.

15.4 **FORMAT: Quarterly Self-Evaluation.** The Progress Report shall be in presentation chart format. Submittal shall be standard hard copy as the presentation, electronic submission or other media as directed by the Contracting Officer. Monthly IDIQ Task Order Progress and Monthly Work Order Progress. Contractor format is acceptable.

15.5 **MAINTENANCE:** None required

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-004**
3. **DATA TYPE:** 3
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/1
6. **TITLE:** Badged Employee and Remote IT User Listing
7. **DESCRIPTION/USE:** To assist NASA in conducting contractor floor checks and to determine if the employees meet the minimum background investigation requirements.
8. **OPR:** AS50 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter. One copy shall go to MSFC Protective Services Office.
11. **INITIAL SUBMISSION:** No later than 10 working days after Authority to Proceed (ATP)
12. **SUBMISSION FREQUENCY:** Formal update quarterly and email changes as personnel changes occur to distribution. If deemed necessary by the Contracting Officer, the contractor shall submit the list at times other than stated.
13. **REMARKS:** Reference is made to Federal Acquisition Regulation (FAR) Clause, FAR 52.215-2, *Audit and Records--Negotiations* (June 1999), NPR 1600.1, *NASA Security Program Procedural Requirements*.
14. **INTERRELATIONSHIP:** PWS paragraph 3.1
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Badged Employee and Remote IT User Listing provides NASA with a list of all MSFC badged contractor employees, as well as, any contractor remote IT users who will have access to the MSFC IT system.
- 15.2 **APPLICABLE DOCUMENTS:** None
- 15.3 **CONTENTS:** The list shall include the following information for each employee: employee's full name (first and middle names must be birth names), last four digits of the Social Security Number (SSN), date of birth, place of birth, duty position, duty location (building/room number), shift assignment, and supervisor's name. Additionally, if applicable, the type of security background check already completed (NACLIC or SSBI) and the date it was completed.
- 15.4 **FORMAT:** Contractor format using Excel Spreadsheet is acceptable.
- 15.5 **MAINTENANCE:** None required

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-005**
3. **DATA TYPE:** 3
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/1
6. **TITLE:** Contractor Employee Clearance Document
7. **DESCRIPTION/USE:** To ensure that badged contractor employees who no longer require Center access properly clear all accounts when the access is no longer needed.
8. **OPR:** AS50 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter
11. **INITIAL SUBMISSION:** Immediately when the access is no longer needed
12. **SUBMISSION FREQUENCY:** As required
13. **REMARKS:**
14. **INTERRELATIONSHIP:** PWS paragraph 3.1
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Contractor Employee Clearance Document provides verification that all badged employees have properly cleared all accounts when the access is no longer needed.
- 15.2 **APPLICABLE DOCUMENTS:** None
- 15.3 **CONTENTS:** The Contractor Employee Clearance Document shall contain all the information required by MSFC Form 383-1.
- 15.4 **FORMAT:** MSFC Form 383-1, "Contractor Employee Clearance Document".
- 15.5 **MAINTENANCE:** None required

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-006**
3. **DATA TYPE:** 3
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/1

6. **TITLE:** Position Risk Designation for Non-NASA Employee

7. **DESCRIPTION/USE:** To ensure that contractor employees are screened to an appropriate risk determination in accordance with NPR 1600.1, *NASA Security Program Procedural Requirements*, Chapter 4.

8. **OPR:** AS50 9. **DM:** CS01

10. **DISTRIBUTION:** Per Contracting Officer's letter. One copy shall go to MSFC Protective Services Office.

11. **INITIAL SUBMISSION:** No later than 10 working days after Authority to Proceed (ATP)

12. **SUBMISSION FREQUENCY:** Update as personnel or position changes occur

13. **REMARKS:**

14. **INTERRELATIONSHIP:** PWS paragraph 3.1

15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Position Risk Designation for Non-NASA Employee provides information necessary to determine the type of investigation required and how closely an individual is screened for a position.

- 15.2 **APPLICABLE DOCUMENTS:**
NPR 1600.1 *NASA Security Program Procedural Requirements*

- 15.3 **CONTENTS:** The Position Risk Designation for Non-NASA Employee shall contain all the information required by NASA Form 1760 in accordance with NPR 1600.1, *NASA Security Program Procedural Requirements*.

- 15.4 **FORMAT:** NASA Form 1760, "Position Risk Designation for Non-NASA Employee".

- 15.5 **MAINTENANCE:** None required

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140MA-007**
3. **DATA TYPE:** 2
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/2

6. **TITLE:** Organizational Conflict of Interest (OCI) Avoidance Plan

7. **DESCRIPTION/USE:** To demonstrate to the Government that the Contractor, when using subject matter experts and all applicable personnel performing under this contract, will mitigate organizational conflicts of interest and ensure that the contractor provides unbiased, impartial advice and adequately protects sensitive, proprietary data belonging to other contractors and the Government.

8. **OPR:** PS33 9. **DM:** CS01

10. **DISTRIBUTION:** Per Contracting Officer's letter

11. **INITIAL SUBMISSION:** 5 working days following Authority to Proceed (ATP)

12. **SUBMISSION FREQUENCY:** Update as required

13. **REMARKS:** Reference is made to NFS Part 1852.237-72, "Access to Sensitive Information;" and NFS 1852.237-73, "Release of Sensitive Information."

14. **INTERRELATIONSHIP:** PWS paragraph 3.1

15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Organizational Conflict of Interest Avoidance Plan demonstrates that no organizational conflict of interest exists or that any such potential conflicts have been adequately avoided or mitigated when using subject matter experts connected to any prime contractor or subcontractor performing design, development, and/or delivery of space flight hardware, software, mission integration services or other critical systems related to MSFC.
- 15.2 **APPLICABLE DOCUMENTS:** None
- 15.3 **CONTENTS:** The Organizational Conflict of Interest Avoidance Plan shall include the following:
 - a. Organizational conflicts of interest pertaining to impaired objectivity associated with the use of subject matter experts shall either:
 1. Describe all business relationships that might create a conflict with the performance work statement in this contract by demonstrating:
 - (a) That the management reporting chains between this contract and the work performed by the technical subject matter experts for the conflicting business relationship are separated from each other.
 - (b) That the subject matter experts when performing on this contract are physically separated from the portion of the company performing the work for the conflicting business relationships.
 - (c) That each subject matter expert and all other applicable contractor personnel performing under this contract signs an express, binding, written agreement setting forth all responsibilities and duties to avoid organizational conflicts of interest and to protect sensitive data provided under this contract.
 - (d) That techniques are in place to ensure that the contractor shall not favor the conflicting business relationships and will avoid the appearance of conflicts of interest.

DRD Continuation Sheet

TITLE: Organizational Conflict of Interest (OCI) Avoidance Plan

DRD NO.: 1140MA-007

DATA TYPE: 2

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15. **DATA PREPARATION INFORMATION (CONTINUED):**

- b. With regard to access to nonpublic information by the subject matter experts and all other applicable contractor personnel, the avoidance plan shall contain a plan to safeguard all proprietary/sensitive data the contractor receives. This plan shall include:
1. Provision that subject matter experts and all other applicable contractor personnel shall not disclose the proprietary/sensitive data relating to this contract.
 2. Provision that subject matter experts and all other applicable contractor personnel only shall use the proprietary/sensitive data relating to this contract.
 3. Provision that information, whether in hard copy or on electronic media, shall be marked, handled, stored, and destroyed in order to preclude an unauthorized disclosure of information.
 4. Provision that information technology shall be protected to prevent unauthorized disclosure of information.
 5. Provision that all applicable contractor employees performing the effort must sign an express binding written agreement clearly agreeing to protect sensitive data.
 6. Requirement that subcontractors have appropriate OCI avoidance procedures in place for the use of subject matter experts and all other applicable contractor personnel.
 7. Requirement for periodic self-audits, the results of which shall be made available to the Government.
 8. Initial and periodic refresher OCI training for the contractor, subject matter experts, and all other applicable contractor personnel working on the contract.
 9. Description of organizational and employee sanctions for violation of the OCI order clause or OCI Avoidance Plan provisions.
 10. Provisions on record keeping requirements regarding OCI (e.g., training, written agreements). The contractor shall make these records available to and cooperate with any neutral third party the Government assigns to review adherence to their OCI mitigation plan.
 11. Provision requiring the contractor to report any real, apparent, or potential conflict of interest that may arise to the Contracting Officer.
 12. Provision requiring the contractor to update the OCI Avoidance Plan for the subject matter experts and all other applicable contractor personnel upon occurrence of any event that will cause a change to the plan.

15.4 **FORMAT:** Contractor format is acceptable.

15.5 **MAINTENANCE:** Changes shall be incorporated by change page or complete reissue.

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140SA-001**
3. **DATA TYPE:** 2
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/3
6. **TITLE:** Safety, Health, and Environmental (SHE) Plan
7. **DESCRIPTION/USE:** To provide the contractor and the Government a baseline document for planning, management, control, and implementation of the contractor's industrial/occupational safety, health, and environmental program in accordance with NFS 1852.223-73.
8. **OPR:** AS10/QD12 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter
11. **INITIAL SUBMISSION:** Preliminary with proposal
12. **SUBMISSION FREQUENCY:** Ten days after Authority to Proceed (ATP); update as required
13. **REMARKS:**
14. **INTERRELATIONSHIP:** NFS 1852.223-70, *Safety and Health*; NFS 1852.223-73, *Safety and Health Plan*; FAR 52.223-10, *Waste Reduction Program*; DRD 1140SA-002, *Mishap and Safety Statistics Report*. PWS paragraph 3.3
15. **DATA PREPARATION INFORMATION:**
- 15.1 **SCOPE:** The Safety, Health, and Environmental Plan describes the contractor's method of implementing occupational safety, health, and environmental standards over the duration of the contract.
- 15.2 **APPLICABLE DOCUMENTS:** Compliance with the following Occupational Safety and Health Standards and applicable requirements shall be specified in the plan (if applicable to the scope of this contract).
 - 29 CFR 1910 *Department of Labor; Occupational Safety and Health Administration Standards for General Industry*
 - 29 CFR 1926 *Department of Labor; Occupational Safety and Health Administration Standards for Construction Industry*
 - 40 CFR *Protection of the Environment*
 - ANSI Standards applicable to the scope of this contract
 - ASME Boiler and Pressure Vessel Code applicable to the scope of this contract
 - NFPA Standards *National Fire Codes*
 - NASA-STD-8719.11 *Safety Standard for Fire Protection*
 - NPR 8715.3 *NASA Safety Manual*
 - MPD 8500.1 *MSFC Environmental Management Policy*
 - MPR 8500.2 *MSFC Environmental Management System Manual*
 - MPR 1040.3 *MSFC Emergency Plan*
 - MPD 1800.1 *MSFC Smoking Policy*
 - MPR 1800.1 *Bloodborne Pathogens*
 - MPR 1810.1 *MSFC Occupational Medicine*
 - MPD 1840.1 *MSFC Environmental Health Program*
 - MPR 1840.1 *MSFC Confined Space Entries*
 - MPD 1840.2 *MSFC Hearing Conservation Program*
 - MPR 1840.2 *MSFC Hazard Communication Program*
 - MPD 1840.3 *MSFC Respiratory Protection Program*
 - MPR 1840.3 *MSFC Hazardous Chemicals in Laboratories Protection Program*
 - MPD 1860.1 *Laser Safety*
 - MPD 1860.2 *MSFC Radiation Safety Program*

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TITLE: Safety, Health, and Environmental (SHE) Plan
DATA TYPE: 2

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15. DATA PREPARATION INFORMATION (CONTINUED):

MPR 3410.1	<i>Training</i>
MWI 3410.1	<i>Personnel Certification Program</i>
MPR 8715.1	<i>Marshall Safety, Health and Environmental (SHE) Program</i>
MWI 8715.1	<i>Electrical Safety</i>
MWI 8715.2	<i>Lockout/Tagout Program</i>
MWI 8715.3	<i>Hazard Identification & Warning System</i>
MWI 8715.4	<i>Personal Protective Equipment (PPE)</i>
MWI 8715.5	<i>Building Manager Program</i>
MWI 8715.9	<i>Occupational Safety Guidelines for Contractors</i>
MWI 8715.10	<i>Explosives, Propellants, & Pyrotechnics Program</i>
MWI 8715.11	<i>Fire Safety Program</i>
MWI 8715.12	<i>Safety, Health, and Environmental Finding Tracking System (SHEtrak)</i>
MWI 8715.13	<i>Safety Concerns Reporting System (SCRS)</i>
MWI 8715.15	<i>Ground Operations Safety Assessment & Risk Mitigation Program</i>
MPD 8900.1	<i>Medical Operations Responsibilities for Human Space Flight Programs (NOTE: This document only applies to Space Station contracts)</i>

15.3 CONTENTS: The Safety, Health, and Environmental Plan shall describe the manner in which the contractor implements the requirements of the applicable documents as they pertain to the specific statement of work tasks to be performed and updated when necessary. The Safety, Health and Environmental Plan shall clearly state if the contracted effort contain potentially hazardous or non-hazardous operations and fully address the following applicable topics:

- a. Management leadership and employee involvement:
 1. Statement of management policy and commitment to provide a safe and healthful workplace for personnel (i.e., employees, customers, and public), to protect the property and the environment, and to ensure compliance with EPA, OSHA and NASA requirements.
 2. Description of procedures for insuring management and employees are held accountable for implementing their task in a safe and healthful manner through motivational techniques, disciplinary program, or other innovative techniques.
 3. Descriptions of safety, health, environmental awareness and motivation programs that, include documented safety meetings and safety awareness training for employees. (Onsite Safety meeting statistics shall be documented in the Supervisors Safety Web page: http://msfcsma3.msfc.nasa.gov/dbwebs/apps/sswp/SSWP_login.taf)
 4. Method of program evaluation that, identify the methods and frequency for internal evaluation of the safety, health, and environmental program.
 5. Method to ensure the Flowdown of safety, health, and environmental responsibilities between all company levels and subcontractors, when applicable.
 6. Identification by title the individual who will be responsible for the implementation of the SHE program elements.
 7. Method to ensure compliance with MPR 8715.1.
- b. System and worksite analysis:
 1. Methods of hazard identification, e.g., hazard analysis, safety assessment, change analysis, risk assessment and employee identified concerns.
 2. Requirements for formal worksite safety inspections as required by OSHA, to including schedule and documentation requirements. Onsite OSHA inspections are performed by NASA.
 3. Requirements for documented supervisors' safety visits. Onsite safety visits shall be performed once per month per supervisor and documented in the Supervisors Safety Web page.
- c. Hazard prevention and control:
 1. Method of ensuring a documented emergency management program. Include a list of emergency points of contract located onsite. (Note: Onsite contractors may use MPR 1040.3.)
 2. Method of investigating all mishaps and close calls to determine root cause, including an outline of

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reporting requirements. (Reference DRD 1140SA-002, *Mishap and Safety Statistics Report*). 11-15-07

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TITLE: Safety, Health, and Environmental (SHE) Plan
DATA TYPE: 2

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PAGE: 3/3

15. **DATA PREPARATION INFORMATION (CONTINUED):**

3. Method for providing safety, health, and environmental services applicable to the contracted effort such as hazardous waste disposal, industrial hygiene monitoring, emergency medical support, hearing conservation program, and hazard communication. (These services can be provided by MSFC for onsite work.)

4. Method for employees to suspend work where safety or environmental conditions warrant such action.

d. **Safety and health training:**

1. Method for training each employee to recognize hazards, avoid accidents, know the hazards specific to their job, and understand the disciplinary program.

2. Methods for assessing employee training needs specific to their job. (Onsite employee assessments shall be performed using the SHE Training Assessment located on the MSFC Supervisor Safety Web Page.)

15.4 **FORMAT:** Contractor format is acceptable.

15.5 **MAINTENANCE:** Changes shall be incorporated by change page or complete reissue.

DATA REQUIREMENTS DESCRIPTION (DRD)

1. **DPD NO.:** 1140 **ISSUE:** Revision A
2. **DRD NO.:** **1140SA-002**
3. **DATA TYPE:** 3
4. **DATE REVISED:** 11-15-07
5. **PAGE:** 1/2
6. **TITLE:** Mishap and Safety Statistics Reports
7. **DESCRIPTION/USE:** To provide reporting of metrics, mishaps, close calls, and serious non-occupational injuries or illnesses.
8. **OPR:** QD50 9. **DM:** CS01
10. **DISTRIBUTION:** Per Contracting Officer's letter
11. **INITIAL SUBMISSION:**
 - a. Safety Statistics (e.g., contract number, subcontractors, SIC/NAIC codes, number of employees, number of supervisors, hours worked, etc.): submitted on MSFC Form 4371 by the 10th of each month following contract award.
 - b. Mishaps, Close Calls, and serious non-occupational injuries or illnesses
 1. Type A or B mishaps, high visibility mishaps or close calls, and onsite Type C lost time injury or illness: Immediate telephone notification to the Contracting Officer, and Industrial Safety (256-544-0046 or 4-HELP, Safety Option) so that Center Director notifies the NASA Administrator within 24 hours of occurrence or awareness. Include location and time of incident, number of fatalities, number hospitalized, type of damage, estimated cost, brief description, and contact person and phone number.
 2. Non-occupational fatality or serious injury occurring onsite or to an onsite contractor employee: Notification to Contracting Officer and S&MA so that Center Director notifies the NASA Administrator within 24 hour of occurrence or awareness. (Offsite non-occupational injury or illness notification is at the discretion of the family.)
 3. All Onsite MSFC mishaps and close calls: (applicable to onsite contractors only): NASA Initial Safety Incident Report within 4 hours of occurrence or awareness on MSFC Form 4370 or equivalent either by telephone 256-544-4357 (4-HELP); Safety Option or electronically by Quick Incident. Report at https://msfcsma3.msfc.nasa.gov/s&ma_01/mishap/index.htm.
 4. All Mishaps (Type A, B, C, Incidents and Close Calls): Mishap Report NASA Form 1627 or electronic update of NASA Incident Reporting Information System (IRIS) record within 6 calendar days of Mishap.
 5. Type A, B, and Close Calls with high Type A or B potential: Mishap Board Report after completion of investigation.
 6. All Mishaps: Monthly Follow-up Corrective Action Plan/Status as required until closed.
12. **SUBMISSION FREQUENCY:**
 - a. MSFC Form 4370 or electronic equivalent - Each occurrence of a mishap except as identified in section 11.b.
 - b. NASA Form 1627 or electronic equivalent - Each occurrence of a mishap. Corrective action status reports are due every 30 days until the final report is submitted.
 - c. MSFC Form 4371 – By the 10th of each month.
 - d. Mishap Board Report – Each occurrence of a Type A or B mishap, or as directed by Center management.
13. **REMARKS:**
14. **INTERRELATIONSHIP:** DRD 1140SA-001, *Safety, Health, and Environmental (SHE) Plan*. PWS paragraph 3.3
15. **DATA PREPARATION INFORMATION:**
 - 15.1 **SCOPE:** The Mishap and Safety Statistics Reports document all mishaps and close calls as required in NPR 8621.1.

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TITLE: Mishap and Safety Statistics Reports

DRD NO.: 1140SA-002

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15. **DATA PREPARATION INFORMATION (CONTINUED):**

15.2 **APPLICABLE DOCUMENTS:**

NPR 8621.1 *NASA Procedural Requirements for Mishap Reporting, Investigating, and Recordkeeping*
MWI 8621.1 *Close Call and Mishap Reporting and Investigation Program*

15.3 **CONTENTS:** The Mishap and Safety Statistics Reports shall contain the information required by NPR 8621.1 and MWI 8621.1. The contractor shall use the forms listed in 15.4 to report mishaps and related information required to produce the safety metrics.

15.4 **FORMAT:** The following formats or electronic equivalent shall be submitted:

- a. MSFC Form 4370, "MSFC Flash Mishap Report."
- b. NASA Form 1627, "NASA Mishap Report."
- c. MSFC Form 4371, "MSFC Contractor Accident and Safety Statistics."
- d. Mishap Board Report using the format provided in NPR 8621.1.

15.5 **MAINTENANCE:** None required

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ATTACHMENT J-17 IDIQ LABOR CATEGORY POSITION DESCRIPTIONS (CONTINUED)

Position	General Characteristics	Description	Desired Qualification/Education
Communications Subject Matter Expert III	Advanced Strategic thinking and planning; Advanced oral and written communication skills; Senior professional who is proactive and results-oriented with solid supervisory skills and demonstrated experience interfacing with senior management Advanced problem solving skills.	Providing counsel and support to OSAC senior management and customers regarding all aspects of strategic communications. Research, recommend, and execute communication strategies and plans targeted to internal and external audiences through a variety of communication tools, techniques, approaches, products, and services.	B.A. or B.S. in appropriate area of specialization and 15 years of directly related experience. Graduate studies or PhD in related field of study is preferred. Computer proficient in Microsoft Office and internet research capabilities
Subject Matter Expert IV	Advanced Strategic thinking and planning; Advanced oral and written communication skills; Senior specialist professional who is proactive and results oriented with solid supervisory skills and demonstrated experience interfacing at senior NASA headquarters and Center level. Advanced problem solving and skills. A proven and recognized expert in their field.	Providing special counsel and support to NASA Headquarters, Centers, and OSAC senior management and customers regarding all aspects of strategic communications. Technical authorities providing specialized input to assignments.	B.A. or B.S. in appropriate area of specialization and 15 years of directly related experience. Graduate studies or PhD in related field of study is preferred.

[END OF ATTACHMENT J-17]