

databases containing Government information. The contractor shall prepare the Contract Information Technology 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 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 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.

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 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

NNM07AA70C

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 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 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]

ATTACHMENT J-2

PERFORMANCE REQUIREMENTS SUMMARY (PRS)

Contract Requirement	Standards of Performance	Acceptable Quality Level (METRICS)	Surveillance Method & Frequency	Weight
OVERARCHING QUALITY AND COST MEASUREMENTS				
QUALITY	Competence and availability of contractor personnel; responsiveness, quality and timeliness of deliverables; integration, collaboration and proactive communications; recognition of and improvement in critical problem areas.	Average score of 3.0 to 5.0 on the OSAC Monitor Survey.	Quarterly Monitor Surveys	20%
COST	Actual Cost vs. Planned Cost	Contract Cost maintained in accordance with negotiated value for planned cost, see Clause B.2 and Attachment J-3.	533M and 533Q reports (DRD 1140MA-002)	25%
UNIQUE PERFORMANCE METRICS				
WBS 3.0 Program Management	1. Policy, Procedures, and Process Conformance	1. NASA, Marshall, and OSAC policies, procedures, and processes shall be adhered to 100% of the time.	Note: The following methods apply to all Standards of Performance in WBS 3.0. Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003)	4%
	2. Staffing	2. 100% of positions/ vacancies staffed within 30 calendar days (unless exception approved by COTR)		3%
	3. Database / System Management	3. Databases and systems are current, accurate, and available 98% of the time		3%
	4. Timeliness / Schedule	4. No milestones missed for submissions of reports,		2%

**NNM07AA70C
ATTACHMENT J-2 CONTINUED**

Contract Requirement	Standards of Performance	Acceptable Quality Level (METRICS)	Surveillance Method & Frequency	Weight
WBS 3.0 Program Management (continued)	5. Estimating Process	plans, or other deliverables	Note: The following methods apply to all Standards of Performance in WBS 3.0. Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (1140MA-003)	2%
	6. Property Management	5. All work order estimates shall be within 5% of actuals		2%
	7. Quality (ISO)	6. No Property Management discrepancies		2%
	8. IT Security	7. ≤1 non-conformances per audit cycle		2%
				Total=20%
WBS 4.0 Strategic Research and Analysis	Note: Substantive quality of products is measured as noted in "Quality" section above	1. 95% or better error free rate in all products / services (content, grammar, style) 2. Meet 100% of all required deadlines 3. Products, services, and results of research and analysis activities are current and available 100% of the time.	Note: The following methods apply to all Standards of Performance in WBS 4.0. Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003)	2%
	1. Accuracy			3%
	2. Timeliness			3%
				Total = 8%
WBS 5.0 Communication Strategy Planning and Message Management	Note: Substantive quality of products is measured as noted in "Quality" section above	1. 95% or better error free rate in all products / services (content, grammar, style) 2. Meet 100% of all required deadlines	Note: The following methods apply to all Standards of Performance in WBS 5.0. Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003)	2%
	1. Accuracy			2%

**NNM07AA70C
ATTACHMENT J-2 CONTINUED**

Contract Requirement	Standards of Performance	Acceptable Quality Level (METRICS)	Surveillance Method & Frequency	Weight	
WBS 5.0 Communication Strategy Planning and Message Management (Continued)	3. Currency / Availability	3. All communication strategies, plans, and messages are current and readily available 100% of the time.	Note: The following methods apply to all Standards of Performance in WBS 5.0. Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003)	2%	
	4. Consistency	4. All communication strategies, plans, and messages are consistent with Agency direction and Marshall strategies, goals, and objectives 100% of the time.		3%	
	5. Integrated / Informed Products	5. All communication plans and messages are developed and updated based on strategic research & analysis results 100% of the time.		3%	
Total = 12%					
WBS 6.0 Communications Service and Product Delivery	Note: Substantive quality of products is measured as noted in "Quality" section above		Note: The following methods apply to all Standards of Performance in WBS 6.0. Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003)		
	1. Accuracy	1. 95% or better error free rate in all products / services (content, grammar, style)			3%
	2. Timeliness	2. Meet 100% of all required deadlines			3%
	3. Currency / Availability	3. All communication products and services are current and readily available 100% of the time.			2.5%
	4. Consistency	4. All communication products and services are consistent with Agency direction and Marshall strategies, goals, and objectives 100% of the time.			2.5%
5. Integrated / Informed Products	5. All communication products and services are developed and updated based on	2%			

**NNM07AA70C
ATTACHMENT J-2 CONTINUED**

Contract Requirement	Standards of Performance	Acceptable Quality Level (METRICS)	Surveillance Method & Frequency	Weight
WBS 6.0 Communications Service and Product Delivery (continued)	6. Logistics Support	<p>strategic research & analysis results and Government approved strategies, plans, and messages 100% of the time.</p> 6. All logistical requirements and customer needs are met 98% of the time.	<p>Note: The following methods apply to all Standards of Performance in WBS 6.0.</p> <p>Management Plan (DRD 1140MA-001) and Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003)</p>	<p align="center">2%</p> <p align="right">Total = 15%</p>

[END OF ATTACHMENT J-2]

ATTACHMENT J-3

SURVEILLANCE AND COST PLUS INCENTIVE FEE PLAN

The Contractor's performance for the Office of Strategic Analysis and Communications at MSFC, as outlined in Attachment J-2, Performance Requirements Summary (PRS), and explained in Attachment J-1, Performance Work Statement (PWS), and Section B, shall be evaluated using this Surveillance and Performance Incentive Fee Plan. The evaluation criteria and incentive fee structure are outlined below. The Government will evaluate contractor performance every six months to determine the performance incentive fee earned for that period. The Government will evaluate contractor cost control within 30 days of receipt of actual costs at the end of each contract year.

1.0 Evaluation Criteria This contract is performance based and utilizes various methods to calculate fee based upon the defined acceptable quality levels for the performance of this contract. The Contractor's Financial Management Report (DRD 1140MA-002), Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003), and the PRS (Attachment J-2) will be used to assess Contractor performance and to determine fee. Problems with services will be identified through Government analysis and assessment, periodic inspections, customer questionnaires, contract monitor surveys, and Contractor self-identification.

2.0 Cost Incentive Fee (25% of total fee pool). The Contractor shall control cost consistent with the negotiated cost. To be eligible for cost incentive fee (in the event of a contract under-run), the Contractor must receive a minimum of 85% of the total performance incentive fee. See Section B for complete information on Cost Incentive Fee determination.

3.0 Performance Incentive Fee (75% of total fee pool). Performance Incentive Fee shall be weighted and distributed as shown in Attachment J-2 (PRS). Due to dynamic Center commitments and changing priorities, the Government may issue a contract modification to revise the PRS prior to the start of any 6-month evaluation period and whenever any IDIQ tasks are added. The performance incentive fee (75% of total estimated fee) weighting for both Mission and IDIQ work can be thought of as having three major components:

- Quality = 20%
- Program Management = 20%
- Unique Performance Metrics = 35%

Fee for performance of a service specified in column two of the PRS, is accepted and paid at the fee percentage indicated in column five of the PRS when the Acceptable Quality Level (AQL) meets or exceeds that indicated in column three. The Contractor shall submit Quarterly and Monthly Technical Progress Reports (DRD 1140MA-003), along with rationale explaining any PRS area where performance deficiencies were noted. If the performance is below an AQL during a 6-month evaluation period, the Contractor shall submit a written corrective action plan to ensure these deficiencies do not occur in the future. The Contracting Officer (CO), with the support of the Contracting Officer's Technical Representative (COTR), will review the Quarterly and Monthly Technical Progress Reports, along with other evaluation criteria stated herein, and determine if there were any actions by the Government, or any other mitigating circumstances, that should be considered in the fee score evaluation.

3.1 Quarterly Quality Monitor Survey Measurement (20%). The need for a high level of quality is important in the performance of this contract. Products and services produced have high visibility and play a vital role in communicating Marshall's roles and capabilities to internal and external stakeholders. In addition, products and services support numerous change

NNM07AA70C
ATTACHMENT J-3 (CONTINUED)

initiatives that require the contractor to be flexible and proactive. Therefore it is important that the Contractor demonstrate competence, responsiveness, collaboration, integration, and the ability to recognize critical problem areas and develop mitigation plans. These critical areas of performance are difficult to measure in a purely objective manner, unlike the program management or unique performance metrics discussed further in this attachment. To address these important areas of quality performance the OSAC will administer a Quarterly OSAC Monitor Survey to evaluate the competence and availability of contractor personnel, their responsiveness, the level of integration and collaboration accomplished within the team, and the recognition of (and improvement in) critical problem areas. A copy of the OSAC Monitor Survey Questionnaire is included at the end of this attachment.

The COTR shall, on a quarterly basis, distribute the OSAC Monitor Survey questionnaire to each of the contract monitors within OSAC. Each survey respondent will provide performance evaluation input and forward the results to the COTR. This information will be used to assess Contractor performance and determine fee for each 6-month evaluation period. 20 percent of the available fee shall be based upon the OSAC Monitor Survey score for the Mission and IDIQ segments of the PWS.

The Contractor must average a score of 3.0 or better (on a 5.0 scale) on the OSAC Monitor Survey to be eligible for fee for this element. Ratings of poor, fair, good, very good, and excellent will be assigned to the different performance areas which are shown below:

- Competence and availability of contractor personnel
- Responsiveness (unique requests, special assignments, change management, emergencies, etc.)
- Quality of deliverables (appropriateness, completeness, on message, comprehensive, integrated, etc.)
- Collaboration, integration and proactive communication among team members, OSAC, other contractors, and customers
- Recognition of, and improvement in, critical problem areas