

NASA COMMUNICATION SERVICES (NCS)
CONTRACT
ATTACHMENT D-1
PERFORMANCE WORK STATEMENT (PWS)

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1.0 INTRODUCTION

This Performance Work Statement (PWS) broadly defines the requirements for NASA Communication Services (NCS) provided to the National Aeronautics and Space Administration (NASA) by the Contractor in support of communication activities by all NASA Centers, Mission Directorates NASA Headquarters, including Component Facilities and Technical and Service Support Centers. This PWS is in accordance with the NASA Authorization Act of 1958, Section 203(a)(3), 51 U.S.C. § 20112(a)(3), which directs NASA to “provide the widest practicable and appropriate dissemination of information concerning its activities and the results thereof.”

NASA is looking to continue our work to effectively share NASA's stories. The focus of NCS services is strategic communications. This includes planning for a wide range of communications activities, developing messages aligned to agency goals and objectives, and facilitating collaboration and coordination. Here are the five communications goals that NASA is working toward:

- **ENGAGE MORE PEOPLE MORE EFFECTIVELY:** Execute strategies and tactics using our communications tools more effectively to ensure our agency priorities and stories engage and reach a higher number of people across our many audiences.
- **EXPAND AWARENESS:** Ensure outreach events and engagement connect with audiences outside of NASA’s traditional space community to expand awareness of aeronautics and space.
- **INFUSE NASA INTO THE NATIONAL CONVERSATION:** Capitalize on the opportunities for NASA to participate and get exposure in nation-wide conversations that have connections to the Artemis generation, our missions, work and people.
- **FOCUS ON NASA’S VALUE:** Effectively tell the stories that bring focus to NASA’s value in everyday life through humans living and working in space; scientific exploration and discovery; technological and aeronautical innovation; spinoffs; conducting of cutting-edge research and increasing commercialization of space.
- **TRANSFORM COMMUNICATIONS:** Continue to transform current methods of communications, internal processes, practices and delivery of services to ensure maximum effectiveness, efficiency and return on investment of our resources, people and work products.

NASA’s primary objectives for the Contractor are to provide:

1. Safe, accurate, and reliable support
2. Efficient and effective responsiveness to the concurrent needs of multiple customers

3. Flexibility to support changing requirements
4. Making scientific and technical information understandable to general audiences

Ultimately, NASA is seeking to: (1) Enhance the Agency's goal of speaking as One Team in One Voice, (2) Enable the Agency's ability through the Office of Communications (OCOMM) to develop an integrated communications capability with insight into all Core Service functional areas, and (3) Ensure the capability for communications services to be provided in the most efficient and effective manner possible. The Government has identified synergies and efficiencies with the Enterprise Multimedia and Integrated Technical Services (eMITS) enterprise acquisition that is in development within the Office of the Chief Information Officer. As such, communication services, including, but not limited to, Digital Media, Communication Technology, and Public Information Products are under the purview outside the scope of this NCS contract and within the scope of the eMITS Contractor.

2.0 SCOPE

NCS services provided by the Contractor are performed by means of firm-fixed-price (FFP) contract for Management and Reporting Requirements /Core Service efforts, in accordance with PWS Sections 3.0 and the sections identified as Core Service in PWS Section 4.0. OCOMM has identified requirements which are routine, known, defined, and recurring, and which are specified in the PWS below as pre-negotiated FFP Management and Reporting Requirements /Core requirements. Indefinite-Delivery Indefinite-Quantity (IDIQ) Task Orders (TOs) may be issued as FFP, FFP Level of Effort (LOE), or Time and Materials (T&M). All sections not identified as Core Service in PWS Section 4.0 and PWS section 5.0 are IDIQ.

The Contractor shall:

- Provide all the necessary management, personnel, materials, equipment/supplies, travel, and training (not otherwise provided by the Government) necessary to perform the services defined in this PWS. Travel costs for Core Service requirements shall be allocated to Core Service value. Travel costs for IDIQ requirements will be negotiated on a task order basis.
- Provide the planning, coordination, technical management, execution, and surveillance of the activities necessary to assure disciplined performance of work and timely application of resources for the accomplishment of all requirements specified under this PWS. The technical scope of this contract includes Strategic Communications Planning & Integration, Engagement to include Stakeholder Relations and Public Engagements, Media Relations, History, and Freedom of Information Act (FOIA) Responses.
- Coordinate with Contractor employees, directorates, and offices across NASA to facilitate standardization and exercise responsibility for the required activities.
- Provide enterprise-wide support for local, regional, national, and international communications efforts of the 10 NASA Centers and all its Mission Directorates, programs, and projects. The Contractor shall support NASA's engagement of diverse audiences over a range of event types from small scale community-based events; to regional and national medium and large-scale conferences and symposiums; to program launches. The Contractor shall collaborate and coordinate work with other Contractors who provide support to NASA's communications community enterprise.

During performance of this contract, for mutual use and understanding between the Government and the Contractor, a list of commonly used acronyms and abbreviations is available in Section D, Attachment D-19, Acronyms and Abbreviations List.

2.1 Locations:

Communications services shall support the following NASA locations:

NASA Centers and Satellite Locations:

Ames Research Center (ARC) – Moffett Field, CA

Armstrong Flight Research Center (AFRC) – Edwards Air Force Base, CA

Glenn Research Center (GRC) – Cleveland, OH

- Neil Armstrong Test Facility – Sandusky, OH

Goddard Space Flight Center (GSFC) – Greenbelt, MD

- Columbia Scientific Balloon Facility (CSBF) – Palestine, TX

- Goddard Institute for Space Studies (GISS) - New York, NY

- Katherine Johnson Independent Verification and Validation Facility (IV&V) – Fairmont, WV

- Wallops Flight Facility (WFF) – Wallops Island, VA

National Aeronautics & Space Administration (NASA) Headquarters (HQs) – Washington D.C.

- NASA Engineering Safety Center (NESC) – Hampton, VA

- NASA Safety Center (NSC) – Brook Park, OH

- NASA Shared Services Center (NSSC) - Stennis Space Center, MS

Johnson Space Center (JSC) – Houston, TX

Kennedy Space Center (KSC) – Kennedy Space Center, FL

Langley Research Center (LaRC) – Hampton, VA

Marshall Space Flight Center (MSFC) – Huntsville, AL

- Michoud Assembly Facility (MAF)- New Orleans, LA

Stennis Space Center (SSC) – Stennis Space Center, MS

Mission Directorates:

Aeronautics Research Mission Directorate (ARMD)

Exploration Systems Development Mission Directorate (ESDMD)

Science Mission Directorate (SMD)

Space Operations Mission Directorate (SOMD)

Space Technology Mission Directorate (STMD)

2.2 Contract Authority

The COs identified in Clause B.8.2, NFS 1852.216-80, *Task Ordering Procedure (Alternate II)*, are authorized to issue orders under this contract.

2.3 Technical Authority

The Contracting Officer's Representative (COR) is authorized to provide technical direction during the performance of the work under the contract and associated task orders (TO). An Alternate COR may have the same authority as the COR.

The COR/Alternate COR may designate Task Managers (TMs) for core functions or specific task orders to assist in the oversight of the work. The TM shall support the COR by assisting with monitoring core work and/or an existing TO during the administration period of the work/TO. The TM may interface with the contractor for the TM's specific task(s) and issue written technical direction that is coordinated with the COR/Alternate COR. The TM may not give direction to the contractor that would cause a financial change to the TO, nor have the contractor do something that is outside the scope of the contract.

"Technical Direction" means a directive to the Contractor that approves approaches, solutions, designs, or refinements; fills in details or otherwise completes the general description of work or documentation items; shifts emphasis among work areas or tasks; or furnishes similar instruction to the Contractor. Technical direction includes requiring studies and pursuit of certain lines of inquiry regarding matters within the general tasks and requirements of the NCS PWS.

The COR/Alternate COR/designated TM may not issue any instruction purporting to be technical direction that:

- Constitutes an assignment of additional work outside the scope of the PWS
- Constitutes a change to the applicable contract
- Constitutes a basis for any increase or decrease in the total price of the contract, or task order, or the time required for contract performance
- Changes any of the expressed terms, conditions, or specifications of the contract, or task order
- Interferes with the Contractor's rights to perform the terms and conditions of the contract

The Contractor shall proceed promptly with the performance of technical direction duly issued by the COR/Alternate COR/designated TM in the manner prescribed herein and within the COR/Alternate COR/designated TM's authority. If, in the Contractor's opinion, any instruction or direction by the COR/Alternate COR/designated TM falls within any of the categories defined in the above paragraph of this PWS section, the Contractor shall not proceed and instead shall notify the cognizant CO in writing within 3 business days after receiving it and shall request the cognizant CO take action as described herein. Upon receiving such notification, the cognizant CO shall either issue an appropriate contract modification within a reasonable time or advise the Contractor in writing within 30 calendar days that the instruction or direction is:

- Rescinded in its entirety
- Within the requirements of the contract and does not constitute a change under the contract or task order as applicable, and that the Contractor should proceed promptly with its performance

Any action(s) taken by the Contractor in response to any direction given by any person other than the cognizant CO or the COR/Alternate COR/designated TM shall be at the Contractor's risk.

2.4 Telework

Contractor personnel may be authorized to work remotely, via telework, on a situational, temporary, or permanent basis. Telework shall be at no additional cost to the Government.

3.0 MANAGEMENT AND REPORTING REQUIREMENTS

Note: Wherever the term "Contract" is used, it also includes task orders.

3.1 General Program Management

The Contractor shall institute and maintain an effective, efficient, and responsive organization responsible for management and oversight of Contractor personnel, other contract resources, contract performance, deliverables, and cost. The Contractor shall perform contract activities in the most cost-effective and efficient manner supporting NASA's Communication's requirements while maintaining flexibility and responsiveness to changing requirements.

The Contractor shall:

- 3.1.1 Provide administration and technical management for effective direction, control, integration, documentation, and reporting of efforts performed under this contract to ensure disciplined performance of quality work, to include the timely application of resources for the accomplishment of all PWS requirements. This includes developing and executing a disciplined management philosophy, with clearly defined processes and tools applied and integrated throughout contract activities, in order to meet all requirements of this PWS.
- 3.1.2 Develop, implement, and maintain continuous improvement processes to increase efficiency and effectiveness and streamline work processes in accordance with DRD 008-MSA *Monthly Progress Report* and DRD 011-QAM, *Performance Assessment Report*.
- 3.1.3 Where applicable, perform Core Service efforts at estimated banding levels in accordance with Section D, Attachment D-1A, *Core Service Estimated Annual Banding Levels*.

- 3.1.4 Adhere to established performance measures and standards in accordance with Section D, Attachment D-4, *Performance Requirements Summary (PRS)* and applicable task orders.
- 3.1.5 Provide a Program Manager who is the single point of contact fully responsible for all services and acts as primary interface between the Contractor, the COs, COR, and NASA Communications Integration Manager.
- 3.1.6 Ensure frequent coordination at the contract and task order level between Government and Contractor personnel during contract performance, to include but not be limited to management meetings and reviews. The Contractor shall work with Government counterparts to ensure requirements are clearly communicated, mutually understood, and satisfied. The interactions may be in-person/office, virtual, or remote as agreed upon between NASA and the Contractor. In the event of any problems that could potentially impact or prevent the Contractor from meeting any milestones or requirements, the Contractor shall alert the COs and CORs in a timely fashion.
- 3.1.7 Provide personnel and other resources necessary to accomplish the requirements of the contract, to include task orders, and maintain flexibility and responsiveness to changing work volume and priorities. Ensure that all subcontractors and teaming partners, if applicable, are fully integrated into the Contractor's management structure.
- 3.1.8 Comply with all applicable Federal, State, and Local laws, regulations, policies and directives as well as industry standards. Comply with applicable NASA and Center/Mission Directorate regulations, policies, directives, procedures, standards, and work instructions when performing all work under this PWS in accordance with Section D, Attachment D-5, *Applicable Regulations, Procedures, and Documents* and applicable task orders.

Follow the most current approved version wherever reference is made in this PWS and in task orders to specific policies, procedures, directives, work instructions, and other Government documents.
- 3.1.9 Provide unrestricted access to all data generated or compiled in the performance of this contract and respond, in a reasonable amount of time, to Government requests for data that are not immediately available.
- 3.1.10 Provide appropriate protection of personnel, assets, equipment, sensitive and classified information or materials, and Controlled Unclassified Information (CUI). In some cases, individual non-disclosure agreements may be required for Contractor access to the proprietary business information of other companies.
- 3.1.11 Develop and implement work control and planning processes to provide responsive support to multiple customers and balance customer requirements. The Contractor shall work with the COs and COR to prioritize customer requirements.

- 3.1.12 Emerging high-priority requests may come with short notice and may require a quick turn-around time. The Contractor shall maintain the flexibility to accommodate short notice/quick turn-around requirements.
- 3.1.13 The Contractor shall operate at standard business hours where work is performed on this contract according to agency and center policies and customer standard operational business hours. Occasional non-standard hours are required for evening, weekend, or 24 hours support, and the Contractor shall ensure timely coverage of necessary services per requirements.
- 3.1.14 Participate in weekly coordination meetings with the Government to discuss topics such as contract activities, risks and mitigation plans, contracting actions, cost threats, innovations, lessons learned, staffing changes, hiring status, process improvements, issues, and corrective actions.
- 3.1.15 Conduct a contract review meeting on a semi-annual basis. The semi-annual review shall cover all aspects of the NCS operations, both technical and business, including a concise summary of performance and risk assessment in each major work element of the PWS in accordance with, DRD 011-QAM *Performance Assessment Report*.
- 3.1.16 Establish a process to develop, update, and track Memoranda of Understandings, Memoranda of Agreements (MOAs), Associate Contractor Agreements (ACAs), and agreements with other Contractors.
- 3.1.17 The Contractor shall ensure all Contractor personnel successfully complete all mandatory training courses (e.g., Safety, IT) offered by NASA.
- 3.1.18 In accordance with FAR Subpart 7.5, *Inherently Governmental Functions*, the Contractor shall not perform any inherently governmental functions during performance of this contract. The Contractor shall provide a secondary review of all assigned activities such that no Inherently Governmental Functions are performed by the Contractor, and if directed to do so, the Contractor shall immediately notify the contracting officer.

As a result of the close working proximity between the Contractor personnel and NASA civil servants, the Contractor shall adhere to the following ground rules in performance of the effort as delineated in herein.

- a. Ensure that its employees are managed by its own Contractor management, and that the Contractor management has the autonomy to deal effectively with their employees and implement corporate policies.
- b. Ensure that NASA-provided office space occupied by Contractor personnel is clearly labeled with the name of the company.

- c. Ensure, to the extent practicable, that correspondence signed by Contractor employees is on their company letterhead.
- d. Ensure their on-site personnel, when receiving or placing telephone calls (including messages) or sending e-mails, identify their employer, in addition to whatever appropriate greeting is used.
- e. Ensure, when participating in meetings with Government and other Contractor employees, that personnel identify themselves as Contractor employees so that their actions will not be construed as acts of Government officials.

3.1.19 Use the Government-provided Contract Management Portal (iSite)

The iSite Contract Management Portal (iSite) will be provided by NASA to facilitate contract administration and oversight for the NCS Contract. iSite is a suite of tools which includes configurable workflows, financial reporting, configurable estimates, document repository, and automated email notifications among other functions based on NASA managed security controls. More information may be found at the vendor’s website <https://www.isitellc.com/icmp/>.

NASA and Contractor will use the provided system for requesting new work, revising existing work, financial planning, reporting actuals, technical performance feedback gathering, and as the primary system for communicating financial and funding information to include monthly time-phased plans for all work packages. The provided system will allow for the electronic initiation, receiving, review, approval, issuance, and modification of work under this contract.

The following table identifies the Contract Administration roles and responsibilities; the Contractor shall:

Table 1. Contract Administration

Contract Administration Roles and Responsibilities
1. Use iSite to communicate, at a minimum, estimated costs and fee by month, posting actuals which will inform financial/funding reports, provide technical proposals in response to requests for work, describe labor categories and hours proposed and consumed, and communicate subcontractor costs proposed and consumed during performance of this contract.
2. Access to data contained within the system will be controlled through security group permissions and role-based access.
3. Work with the Government to configure the provided system for this contract as part of contract phase-in and ensure that the system is operational prior to the start date of this contract.
4. Within 5 days of contract award, the Contractor shall provide a primary point of contact for iSite efforts.
5. Work with each Center to transition from Center managed Contract Management Systems into the Government provide system, iSite, as scope is transitioned from Center managed contracts into the NCS contract, if applicable.

The Contractor shall use the iSite application for all administration efforts with this contract and associated task orders to include, but not limited to: paperless planning, processing, and reporting.

3.1.20 Data Deliverables

The Contractor shall provide to the Government all deliverables identified in Attachment D-2, *Data Requirements List (DRL)* in electronic form unless a different format is specified in the Data Requirements Document (DRD). 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, Data Restriction Marking, of Attachment D-2, *Data Requirements List (DRL)*. Additional deliverables such as presentations, reports, analyses, and technical memoranda may be required as identified in this PWS or subsequent task orders. The Contractor shall provide the following:

a. Management Plan

The Contractor shall prepare, submit, implement, and maintain the Contractor's approach to the integrated processes of contract administration and technical management by which the PWS will be performed in accordance with DRD 003-OAM, *Management Plan*. **Note:** following Government approval, this plan will be incorporated in Section D as Attachment D-9, *Contractor's Management Plan*.

b. On-Site Safety, Health, and Environmental (SHE) Plan

The Contractor shall prepare, submit, implement, and maintain the Contractor's approach for planning, controlling, and enforcing their industrial safety, occupational health, and environmental requirements over the duration of this contracted effort, while also ensuring full compliance with applicable Local, State, Federal, Center, and NASA-specific requirements/regulations in accordance DRD 015-YSA, *Safety, Health, and Environment (SHE) Plan*. **Note:** following Government approval, this plan will be incorporated in Section D as Attachment D-12, *Contractor's Onsite Safety, Health, and Environmental (SHE) Plan*.

c. Organizational Conflict of Interest (OCI) Plan

The Contractor shall prepare, implement, and maintain the Contractor's approach to identifying, resolving, and reporting all OCIs related to the performance of this contract in accordance with DRD 010-IAM, *Organizational Conflict of Interest (OCI) Plan*. **Note:** following Government approval, this plan will be incorporated in Section D as Attachment D-11, *Contractor's Organizational Conflict of Interest (OCI) Plan*.

d. Information Technology (IT) Security Plan

The Contractor shall prepare, submit, implement, and maintain a comprehensive Information Technology (IT) Security Management Plan. The Contractor's IT

Security Management Plan shall address the management and operational aspects of Contractor personnel and processes associated with IT Security in protecting the confidentiality, integrity, and availability of electronic information in accordance with Section I, NASA Federal Acquisition Regulation (FAR) Supplement (NFS) 1852.204-76, Security Requirements for Unclassified Information Technology Resources. Note: following Government approval, this plan will be incorporated in Section D as Attachment D-19, *Contractor's Information Technology (IT) Security Plan* in accordance with DRD 006-YAM, *Information Technology (IT) Security Management Plan*.

e. Employee Location Listing

The Contractor shall prepare, submit, and maintain an on-site employee location listing detailing all Contractor employees directly working under this contract along with their designated locations, in accordance DRD 002-QAM, *Employee Location Listing*.

f. Re-Procurement Data Package

The Contractor shall prepare and submit information pertaining to labor resources and associated cost information to be used in future re-procurement activities in accordance with DRD 014-YAM, *Re-Procurement Data Package*.

g. Monthly Task Order Progress Reports

The Contractor shall prepare and submit task order progress reports that comply with NFS 1852.216-80, *Task Ordering Procedure-Alternate II*, in accordance with DRD 008-MSA, *Monthly Task Order Progress Reports*.

h. Monthly Banding Levels Progress Report

The Contractor shall prepare and submit a summary report detailing the cumulative year-to-date banding levels performed, by PWS section, per contract year, in order to provide visibility in assessing banding levels for both Core Services and IDIQ Task Order efforts (as applicable) in accordance with DRD 007-MAM, *Monthly Banding Levels Progress Report*.

i. Performance Assessment and Process Improvement Report

The Contractor shall prepare and submit a self-evaluation report to aid in the identification of potential or actual systemic problems meeting PWS requirements that summarizes where APLs were not met during the previous six months of contract activity in accordance with DRD 011-QAM, *Performance Assessment Report*.

j. On-Site Mishap and Safety Statistics Reports

The Contractor shall prepare and submit initial and follow-up reporting of mishaps, close calls, and serious non-occupational injuries or illnesses, as well as Contractor monthly safety metrics in accordance with DRD 009-MSA, *On-site Mishap and Safety Statistics Reports*.

1. Environmental Compliance Report

The Contractor shall prepare and submit reports pertaining to the Contractor's environmental compliance with green purchasing, waste reduction activities, ozone depleting substances notifications, and equipment notifications requirements in accordance with DRD 016-IAM, *Environmental Compliance Report*.

3.2 Business Management

3.2.1 General Requirements

The Contractor shall perform all business and administrative functions and integrate these functions across all areas of performance.

The Contractor shall:

- a. Ensure contract and financial management requirements are accomplished and accounted for in accordance with applicable Federal and Agency procedures and regulations.
- b. Implement strategies to establish and sustain appropriate relations with labor unions while using prudent business practices to facilitate cross-utilization of the workforce.
- c. Generate and deliver ad hoc reports and data call responses as requested by the CO or COR.
- d. The Contractor shall track the status of all FFP-LOE and T&M task orders from planning to completion, and record projected, and actual resources expended on each task order. The results of this activity shall be reported in accordance with DRD 008-MSA, *Monthly Progress Report*.
- e. The Contractor shall prepare and submit a Phase-out Plan in accordance with DRD 012-OAM, *Phase-Out Plan*. The Contractor shall support the succeeding Contractor during the contract phase-out period. This support includes the transition of management and technical services to the successor Contractor while minimizing operational impacts.

3.2.2 Resource Management

The Contractor shall:

- a. Provide and maintain qualified personnel in accordance with Section D, , Attachment D-6, *Labor Category Descriptions*. Where applicable, the Contractor shall adhere to the payment of minimum wages, to include minimum health and welfare benefits, in accordance with FAR Subpart 22.10, *Service Contract Labor Standards*, and Section D, Attachment D-7, *Wage Determination*. Provide and maintain qualified personnel in support of the PWS.
- b. Manage contract resources to maintain flexibility to respond to surge, one-of-kind, and unforeseen requirements, and coordinate with the Government to prioritize such requirements.
- c. Apprise the COs and CORs of any human resource issues that could have an impact on the ability to perform required elements of this contract.
- d. Implement strategies to establish and sustain appropriate relations with labor unions while using prudent business practices to provide the best value to the Government.
- e. Participate in applicable NASA Center Labor Management Councils.
- f. Provide a copy of Collective Bargaining Agreements (CBA), if any, to the applicable Labor Relations Officer and CO within 30 days of execution or ratification. CBA's will be included in Section D, Attachment D-8, *Collective Bargaining Agreement(s)*.
- g. Prepare and submit an Advance Notification of Workforce Reduction in accordance with 020-IAM, *Advance Notification of Workforce Reduction Report*.
- h. Prepare and submit a Quarterly Contractor Workforce Reports in accordance with DRD 002-QAM, *Employee Location Listing and Reporting*.
- i. Prepare and submit a Quarterly 3rd Step Labor Grievances and Arbitrations Report in accordance with DRD 019-QAM, *Quarterly 3rd Step Labor Grievances and Arbitrations Report*.

3.2.3 Performance Metrics

The Contractor shall:

- a. Monitor and track NCS performance against the standards listed in Attachment D-4, *Performance Requirements Summary (PRS)*, and as identified in the task orders if applicable. NOTE: Technical Performance Standards may be modified for each task order and as such would take precedence over the technical Performance Standards in Attachment D-4.
- b. Assist the Government in development, maintenance, and analysis of objective, measurable performance metrics for NCS.
- c. Report existing or potential performance issues along with recommended solutions during the execution of the NCS.

3.3 Safety, Health, and Environment

3.3.1 The Contractor shall establish and implement an industrial safety, occupational health, and environmental program that will:

- a. Provide a workplace that is incident and injury free by preventing employee fatalities, reducing the number of incidents, and reducing the severity of employee injuries and illnesses;
- b. Protect the environment through the ongoing planning, implementation, integration, and management control of these programs; and
- c. Comply with all Center and facilities SHE core program requirements (CPRs) including the sub-elements.

3.3.2 The Contractor shall comply with NASA Procedural Requirements (NPR) 8621.1, *NASA Procedural Requirements for Mishap and Close Call Reporting, Investigating, and Recordkeeping*; NFS 1852.223-70, Safety and Health Measures and Mishap Reporting; in accordance with DRD 009-MSA *On-site Mishap and Safety Statistics Reports*, and applicable Center requirements in the event that any activity during the performance of this contract results in a NASA mishap or close call. The Contractor shall use the NASA Mishap Information System (NMIS) to report mishaps and close calls. In accordance with NFS 1852.223-70(d), the Contractor shall immediately notify the Contracting Officer's Representative (COR) of any Mishap or close call as defined in NPR 8621.1. The Contractor will keep the COR informed of all actions taken in response to NASA mishaps and close calls. The Contractor shall encourage all employees located on NASA property to report hazardous conditions and/or situations which, if not corrected, have the potential to result in an injury to personnel or damage to equipment/property.

3.4 Records Management

The Contractor shall:

- a. Ensure accurate and complete records of Government business are maintained in accordance with the NPR 1441.1, *NASA Records Management Program Requirements*. Information and records include electronic and paper records, including but not limited to legacy records inherited from previous contracts. Records of Government business shall be segregated from company-owned records and from non-record materials. Provide the Government access to Government records in accordance with FAR Subpart 4.7, *Contractor Records Retention*. The Government reserves the right to inspect, audit, and copy record holdings.

Note: Ensure all records are managed in an electronic format to the fullest extent possible.

- b. Develop, implement, and maintain a Records Management Program Plan in accordance with the following DRDs:

- (1) DRD 1.7-1, *Records Management Program Plan*

- (2) DRD 1.7-2, *File Plan*

- (3) DRD 1.7-3, *Contract Records Close out Plan*

- c. Establish an annex Record Liaison with each Centers' Records Manager to ensure the Records Management Program and File Plan requirements are adhered to.

3.5 Property Management

- 3.5.1 In accordance with FAR 52.245-1, the Contractor shall manage a Government-approved inventory management system to identify, control and account for NCS property, to include Government Furnished Property (GFP) and/or Contractor-acquired property (Attachment D-16, *Government Furnished Property*). NCS property includes, but is not limited to: exhibits, space hardware, artifacts, artwork, models, electronics, shop tools, machinery, furniture, and materials. Regarding Attachment D-16 property, specific property storage requirements in addition to the 50 mile radius will be provided in the task order(s). Contractor shall work with NASA and eMITS Contractor in accordance with clause C.26, Associate Contractor Agreement (ACA).
- 3.5.2 In accordance with NFS 1852.245-71, NPR 4100.1, 4200.1, and 4300.1, the Contractor shall safeguard and have custodial responsibilities for Government-provided property designated in Section D, Attachment D-15, *Installation-Accountable Government Property (IAGP)*, for use in the performance of this PWS, in accordance with NFS 1852.245-71 and processed in accordance with NPR 4100.1, 4200.1, and 4300.1.
- 3.5.3 In accordance with DRD 017-IAM, *Government Property Management Plan*, the Contractor shall develop, submit, implement, and maintain the Contractor's approach to controlling and managing GFP (see Attachment D-16, *Government Furnished Property*), utilizing a Government approved inventory management system for the property record, during performance of this contract (note: following Government approval, this plan will be incorporated in Section D as Attachment D-13, *Contractor's Government Property Management Plan*).
- 3.5.4 During performance of this contract, the Contractor shall perform the following additional property management functions:
 - (a) prepare external partnership loans of NCS property for Government processing in accordance with NPD 4200.1 *Equipment Management Program*; NASA NPR 4200.1 *Equipment Management Procedural Requirements* under the direction of the Center Exhibit Manager for Attachment D-15 property. For Attachment D-16 property, loans shall be processed in accordance with FAR 52.245-1.

- (b) perform inventory annual physical inventory report of all GFP and Contractor Acquired Property (CAP) and self-assessment report to the NASA center assigned Property Administrator (PA) for Attachment D-16 property. Submit annual property submission in NASA Electronic Submission System (NESS) at <https://ness.nasa.gov/contractor>; and once property is disposition submit a final property submission in NESS; complete Property Management System Analysis (PMSA) provided by Government Property Administrator (GPA) in accordance with NASA NPR 4500.1;
 - (c) facilitate shipping and receiving of NCS and/or its customer's property used in performance of this contract;
 - (d) store and manage NCS-provided pre-printed materials (e.g., publications, NASA bags, brochures, fact sheets, still photos, stickers) for current and future use; and
 - (e) deliver, to designated sites, a consolidated inventory of the aforementioned NCS-provided pre-printed materials for NASA's media, exhibits, public inquiries, employee relations, local and state government, community, and guest operations.
- 3.5.5 For use in the performance of this PWS, the Contractor shall have access to additional Government-provided property and services in accordance with Section D, Attachment D-14, *Installation-Provided Property and Services*.
- 3.5.6 The Contractor shall utilize the IT tools as identified in Attachment D-3, *Government Provided Technology Tools List*, in the performance of this PWS. The Contractor shall coordinate with the Government prior to using an alternative tool

4.0 COMMUNICATIONS TECHNICAL REQUIREMENTS – IDIQ unless specified as “Core Service”

NOTE: This PWS often refers to coordination “with NASA” or approval “by NASA.” Specific processes for compliance with these requirements, including the NASA officials responsible for their completion, will be determined by the task being performed and where the work is being done.

4.1 Strategic Communications, Planning, and Integration

NASA seeks to consistently achieve our strategic vision, goals, and operations strategy in order to clearly and consistently communicate to both internal and external stakeholders. As part of this, NASA requires research, analysis, and reporting on a variety of strategic efforts to ensure we are best achieving the work of the Agency's communications. NASA seeks to ensure recommendations are generated for changes to NASA's operations to take advantage of data-driven insights, emerging methods, and new technologies. The Contractor shall provide solutions to improve NASA's ability to meet its communications goals.

4.1.1 NASA Integrated Strategic Communications - **Core Service**

The Contractor shall support NASA's communication strategy and planning efforts in developing an annual comprehensive NASA Integrated Strategic Communication Plan (NISCP). When available, the Contractor shall use Government-provided strategic research and analysis data to ensure all communications align with NASA's strategic vision and guidance, along with the Government's goals and business strategy.

4.1.1.1 The Contractor shall support NASA's quarterly review of NISCP, as well as any ad hoc changes resulting from Agency or Center redirection which necessitates NISCP redirection.

4.1.1.2 The Contractor shall ensure all of NASA's communication products and services supported or created in PWS Section 4.0 and Section 5.0 are aligned with existing NASA strategic communications plans, the NISCP, and other communication policies, rules, and guidance to include supporting the Office of Communication's (OCOMM's) customers in the development, enhancement, and innovation of their communication strategies towards achieving their goals, ensuring those communication efforts remain aligned with the Agency's strategic direction.

4.1.1.3 The Contractor shall support the research, documentation, and recommendation of communication strategies to accomplish a broad range of Agency, Center, Directorate, and organizational public outreach goals and initiatives that:

- a. Develop a sustaining communication process;
- b. Support integrated communications;
- c. Support effective dissemination of information; and
- d. Increase stakeholder knowledge about program performance and management objectives.

4.1.2 Communication Strategy

Communications strategies are designed to help NASA communicate effectively and meet core organizational objectives. When developing a communications strategy, the goal is to ensure the strategies show how effective communications can help us achieve overall objectives, engage effectively with stakeholders, demonstrate the success of our work, ensure people understand what we do, and change behavior and perceptions where necessary.

4.1.2.1 In support of this goal, the Contractor shall assist in researching, planning, implementing, and evaluating Agency strategic communication priorities for public and internal audiences.

- 4.1.2.2 The Contractor shall provide recommendations for Agency strategic communications processes as directed by the Government.
- 4.1.2.3 The Contractor shall, as directed, plan and host a series of meetings and virtual forums with the purpose of integrating strategic communications efforts from specific organizations as identified.
- 4.1.2.4 The Contractor shall, as directed, brief out the results of these meetings and virtual forums to specific organizations as identified.
- 4.1.2.5 The Contractor shall, as directed, document communications strategies as requested, ensuring the documentation covers what NASA hopes to achieve with the strategy in question so this documentation may act as a reference and reminder for those using it in their work. The documentation shall be maintained by the Contractor in a Government-provided database.
- 4.1.2.6 The Contractor shall assist with the coordination of NASA communications and engagement goals, assessing their alignment to Agency directions and communications priorities, strategy, policy, and national priorities. Includes making recommendations to ensure alignment with the Agency's strategic goals and objectives.

4.1.3 Strategic Research and Analysis

Strategic research and analysis serve as the foundation for all communications efforts. Ultimately, the goal of strategic research and analysis is to understand the collective internal and external environments in which NASA operates such that communication efforts achieve their intended outcome of increasing awareness of NASA's activities to the broadest range of audiences practical.

- 4.1.3.1 In support of this goal, the Contractor shall provide analysis and assessments of the internal and external environments in which NASA operates and identification of relevant issues and trends important to NASA. Strategic research and analysis shall be used in developing communication strategy, planning, and integrated message development in alignment with NASA's strategic vision and guidance, along with communication's goals and operations strategy.
- 4.1.3.2 In an effort to provide the Government with an increased awareness for fostering effective decision-making, the Contractor shall, as directed, use assessment results in the development, enhancement, and innovation of effective strategic communication channels and venues which deliver the knowledge gained from environmental monitoring.
- 4.1.3.3 The Contractor shall, as directed, provide environmental monitoring, analysis, and assessment services to improve the Government literacy and awareness of aeronautics and space-related business and policy environments to include a concentration on Agency, legislative, political, economic monitoring relevant to OCOMM and NASA's

mission assignments. These services shall provide relative content and information to be incorporated into communication product development activities.

4.1.3.4 Environmental source monitoring products and services shall include, but are not limited to, the following:

- a. Synopses of OCOMM and Center management activity at the specified frequency;
- b. Stakeholder biographical briefs;
- c. Stakeholder biographical briefs book updates at the specified frequency;
- d. Environmental characterizations at the specified frequency; and
- e. Providing summaries of key topics to OCOMM developed from:
 - (1) Daily monitoring and assessments of news sources to OCOMM, and
 - (2) Integration assessments of Center/Agency meetings, events, and milestones at the specified frequency.

4.1.3.5 The Contractor shall, as directed, maintain a Government-provided electronic integrated calendar of strategic events and reports of interest to the Government. Including identifying and recommending events that are of strategic interest for NASA participation.

4.1.3.6 The Contractor shall provide, as directed, recommendations to the Government on best communication practices after benchmarking a wide variety of program processes and/or functions across the Government, using a broad range of research tools and techniques. The intent of the Contractor's recommendations to the Government shall be for use in further identifying innovative strategic research and analysis practices and/or process strategies for eventual adoption and integration into NASA's approach to strategic research and analysis.

4.1.3.7 Pending the Government's acceptance of any Contractor recommendations and, as directed, the Contractor shall provide the necessary education or training to the Government and/or select customers for the adoption of recommended benchmarking best communication practices.

4.1.4 Communications Planning

4.1.4.1 Communication plans provide the foundation for integrated communication service and product development and delivery. As directed, the Contractor shall provide communication plans to:

- a. Describe ways and methods to implement a diverse, broad, and integrated set of efforts and activities to communicate with, and engage target audiences, the public, and other stakeholders in understanding the program, its objectives, elements, and benefits.
 - b. Describe how the plan relates to the larger NASA vision and mission.
 - c. Focus should be placed on activities and campaigns that are relevant, compelling, accessible, and, where appropriate, participatory.
 - d. Describe how these efforts and activities will promote interest and foster participation in NASA's endeavors.
 - e. Address how these efforts and activities will develop exposure to, and appreciation for, (Science Technology Engineering and Math) STEM.
 - f. Define goals and outcomes, as well as key overarching messages and themes.
 - g. Identify target audiences, stakeholders, and partnerships.
 - h. Summarize and describe products to be developed and the tools, infrastructure, and methods that will be used to communicate, deploy, and disseminate those products, including media, multimedia, Web, social media, and publications for non-technical audiences.
 - i. Describe events, activities, and initiatives focused on public engagement and how they link with planned products and infrastructure.
 - j. Identify milestones and resources required for implementation.
 - k. Define metrics to measure success.
 - l. Describe the relationship, roles, and responsibilities between the Agency, organizations, programs, and projects regarding communications activities.
- 4.1.4.2 Prior to the Contractor developing a communication plan, the plan's structure will be defined by the Government, with aspects that may include:
- a. Programmatic objectives;
 - b. Management initiatives;
 - c. Desired innovations; and/or
 - d. Business development situations.

4.1.4.3 In support of developing specific communication plans for the Government and/or its customers, the Contractor shall, as directed, research new and existing communication channels and/or venue opportunities for appropriateness and relevance.

4.1.4.4 Utilizing communication strategies developed in PWS Section 4.1.2, the Contractor shall develop clear, concise, and focused communication plans that align with NISCP in supporting OCOMM and/or its customer's goals.

4.1.4.5 The Contractor shall ensure communication plans are comprehensive and answer key questions such as, but not limited to:

- a. What communication strategy(s) and tactics shall be used to reach defined audience(s);
- b. Which segments of the defined audience(s) should be addressed;
- c. Which channels are already serving the defined audience(s);
- d. Which channels should be used to reach defined audience(s);
- e. Which key messages (see PWS Section 4.1.5) should be used to reach defined audiences;
- f. How frequently communication should occur to defined audience(s); and
- g. How communication effectiveness should be measured.

4.1.4.6 The Contractor shall submit communication plans for final review and approval by the Government.

4.1.5 Key Messages Development

Key messages identify and articulate strategic objectives and themes to audiences including stakeholders. The Government uses key messages in communicating the Government's goals, milestones, and/or discoveries.

4.1.5.1 The Contractor shall support the Government in developing and integrating key messages into communication products and/or services consistent with NISCP in conveying understandable, credible, and repeatable core messages to audiences.

4.1.5.2 The Contractor shall, as directed, develop, implement, and maintain key message development and management processes, which shall include, but is not limited to:

- a. Creation of a list of communicators (i.e., pertinent Contractors and personnel involved in the planning, development, review, approval, and/or delivery of communication products and services);

- b. Planning, development, review, and approval criteria of key messages by communicators;
- c. Notification to communicators of any key message updates and/or changes;
- d. Delivery (e.g., publishing, distribution) of key messages to communicators and archiving and maintenance of key messages in a Government-provided system for version control and reference.

4.1.5.3 Key message documentation shall include, but not be limited to, the:

- a. Targeted audience(s);
- b. Message theme(s);
- c. Message topic(s);
- d. Message(s) being conveyed;
- e. Message goal(s);
- f. Date implemented; and
- g. Revision date(s).

4.1.5.4 The Contractor shall, as directed, infuse approved key messages in applicable PWS Section 4.1.5 communication products and services in the event of any key message updates or changes.

4.1.5.5 All communication plans shall be archived and maintained by the Contractor in a Government-provided system for version control and reference.

4.1.6 Project Management, Coordination, and Implementation

The Contractor shall, as directed, assist the Government with program, project, and event planning activities that include, but are not limited to:

- a. Developing of event timelines;
- b. Establishing and measuring milestones for determining the status of the event planning activities;
- c. Identifying roles and responsibilities;
- d. Attending and supporting the planning metrics; and

- e. Developing, tracking, and reporting event metrics.

4.1.7 Organizational Measurement and Analysis - **Core Service**

Communication measurement and analysis are used to refine and further enhance existing and future communications strategies in order to:

- a. Determine the outcome of communication efforts to increase awareness of NASA's activities;
 - b. Establish successful and innovative communication capabilities; and
 - c. Implement a comprehensive suite of services, products, tools, and techniques across the PWS.
- 4.1.7.1 The Contractor shall, as directed, create and maintain an analysis methodology and system for performance indicator and communications metrics data to report on this data across NASA and OCOMM. Contractor shall work with NASA and eMITS Contractor in accordance with contract clause C.26, Associate Contractor Agreement (ACA).
- 4.1.7.2 The Contractor shall, as directed, provide strategic communications plan impact reports at the specified frequency that details the output metrics associated with communication channels and their unique products as detailed throughout the PWS.
- 4.1.7.3 The Contractor shall, as directed, provide regular communication analysis reports of the output metrics per the communication plans as it pertains to satisfying the goals established in the plans. Details of the analysis reports shall include, but are not limited to:
- a. The effectiveness of current communication channels;
 - b. The effectiveness of product delivery (i.e., message outcomes/success);
 - c. The identification of communication delivery obstacles;
 - d. Recommendations for alleviating communication delivery obstacles; and
 - e. Recommendations for any new or innovative communication channels and/or products.
- 4.1.7.4 The Contractor shall provide, as directed, a regular communication analysis summary report and presentation to Government to include measuring the outcome of communication efforts to increase awareness of NASA's activities in relations to communications plans.

4.1.7.5 The Contractor shall, as directed, provide an annual measuring communication effectiveness report and presentation to the Government. The report shall focus the Contractor's communication metrics and analysis under PWS Sections 4.1.7.1-4.1.7.4 for the previous 12-month period. The report shall contain, but not be limited to:

- a. A review of the metrics tool(s) used:
 - (1) Functionality of each tool;
 - (2) Output tool metrics delivered;
 - (3) Methodology for each tool's usage;
 - (4) Effectiveness of each tool's metrics; and
 - (5) Recommendation for continued tool utilization.
- b. Recommendations for any new or innovative metrics tools:
 - (1) Functionality of each tool;
 - (2) Output tool metrics delivered;
 - (3) Methodology for each tool's usage; and
 - (4) Anticipated effectiveness of each tool's metrics.
- c. A review of communication channel(s) used:
 - (1) Functionality of each channel;
 - (2) Methodology for channel utilization;
 - (3) Effectiveness of each channel;
 - (4) Recommendation for continued channel utilization;
 - (5) Recommendation for any new or innovative channels;
 - (6) Functionality of each channel;
 - (7) Methodology for channel utilization; and

(8) Anticipated effectiveness of each channel.

- 4.1.7.6 The Contractor shall assist with compiling of metrics and performing analysis necessary for the organization to fulfill regular and common preference baseline reviews, performance reporting, Agency strategic reviews, and others as directed.
- 4.1.7.7 The Contractor shall make recommendations derived from communications metrics data and advise leadership and identified decision makers on how to implement recommendations.
- 4.1.8 Communication Policy Analysis
 - 4.1.8.1 The Contractor shall assist in the development of Agency communications policy and guidance.
 - 4.1.8.2 The Contractor shall review and maintain policies and guidance for effectiveness, compliance, and relevance as directed.
 - 4.1.8.3 The Contractor shall, as directed, provide a regular strategic synopsis of national policy, space policy, and/or other policy related activities (e.g., locally, regionally, internationally) that impact aeronautics and/or space-related programs relative to identified stakeholders.
- 4.1.9 Strategic Alliances and Partnerships

Strategic alliances and partnerships allow NASA to engage the public via other entities to serve as a platform or vehicle for NASA's messages and allow the Agency to communicate the value, excitement, and relevance of the Nation's aerospace programs through these strategically engaged entities.

- 4.1.9.1 To accomplish this, the Contractor shall assist NASA in fostering, facilitating, and developing strategic partnerships and alliances with public and private entities to magnify NASA's capacity to communicate with the public.
- 4.1.9.2 The Contractor shall provide assistance in the creation and processing of space act agreements, partnership agreements, and other memorandum of agreements necessary to accomplish a successful partnership or alliance.
- 4.1.9.3 For NASA approved events the Contractor shall act as an interface and liaison regarding logistics and planning for specified partners and alliance partners, fielding requests and inquiries, ensuring they are responding in a timely manner as directed by NASA.

4.1.10 NASA Style and Graphics Standards – **Core Service**

The NASA Stylebook and Communications Manual and the NASA Graphics Standards Manual provide guidelines for a unified approach to NASA’s communications products. In accordance with 14 Code of Federal Regulations (CFR) Part 1221, these standards provide the unifying elements and their appropriate usage so that, when used correctly, NASA’s logos build the Agency’s brand by combining the most recognized existing elements – the Agency’s name and NASA insignia (meatball) – with supporting elements like the NASA logotype (worm), mission emblems, etc. The Agency’s policies regarding logo usage are designed to ensure the public’s recognition of the NASA insignia is not diluted by other NASA identities. When used correctly, uniform style and graphic elements provide the framework for establishing a general visual identity that keeps the Agency visually relevant. Additional guides can be found in Attachment D-5, *Applicable Regulations, Procedures, and Documents*.

4.1.10.1 In order to maintain the integrity of the NASA brand, the Contractor shall support the maintenance of standards and guidelines to ensure a cohesive and recognizable experience across NASA Centers, facilities, and partner organizations.

4.1.10.2 In order to maintain the integrity of NASA’s style, the Contractor shall ensure that all communications materials (e.g. talking points, lithographs, press releases) are written in the Associated Press (AP) style and as outlined in the stylebook and Office of Communications Manual. This manual includes the NASA exceptions to AP style, as well as writing guidelines and guidance. For all other communications materials as defined in NPR 1450.10, *NASA Correspondence Management and Communications Standards and Style*, the Contractor shall use NPR 1450.10, followed by the Government Publishing Office (GPO) manual.

4.1.10.3 The Contractor shall assist with the development and distribution of the NASA Stylebook and NASA Graphics Standards Manual, as well as compliance with policies pertaining to the use of the NASA emblems, logos, insignias, and other graphic elements as specified. The Contractor shall assist in ensuring a clear and consistent visual identity is applied in keeping with general brand standards.

4.1.10.4 The Contractor shall act as an interface and liaison to external entities, businesses, or organizations wishing to use NASA’s style or graphics, fielding requests and inquiries, ensuring they are responded to in a timely manner as directed by NASA.

4.1.11 Supplemental Strategic Communications Services

4.1.11.1 The Government has additional strategic requirements for work related to specific customers. The Contractor shall provide services that act as a communications and outreach liaison, managing communications on an assigned topic, including oversight of products and their dissemination as well as planning in coordination with the NASA Public Affairs Officer (PAO) for topics assigned by the Government. For specific customers, when specified, the Contractor shall also:

- a. Assist the PAOs with the implementation of an approved communication plan provided in NPD 7120.5, *NASA Space Flight Program and Project Management Requirements*;
- b. Research and recommend strategies involving specified NASA communications products, methods, and distribution channels such as video, Web, and social media accounts;
- c. Analyze impact of specified communications activities;
- d. Develop requirements, strategies, talking points, and other materials that ensure alignment and relevance for specified activities, events, or venues.
- e. Coordinate with the Government staff, the customer staff, and other organizations as specified to leverage and promote Agency communication priorities and newsworthy activities relevant to the assigned topic.
- f. Participate in relevant event coordination and communication planning for the assigned topic intended for internal and external audiences.
- g. Serve as primary point of contact to Exhibits Manager to support existing publications and exhibits for the assigned topic;
- h. Develop strategy for key messages and design standards in all NASA communications materials and ensure consistency for products on the assigned topic and ensure activities and strategy align with or leverage Agency OCOMM/Office of STEM Engagement/Mission Directorates/Office of Legislative and Interagency Affairs initiatives and strategy.

4.2 Engagement – Stakeholder Relations and Public Engagements

NASA's communications engagement efforts include stakeholder relations and public relations (herein referred to as public engagement) activities. The Contractor shall support the Government in the development and management of programs, projects, and activities to reach, inform, and engage stakeholders and the public at in-person and virtual events to include, but not limited to, planning, coordinating, and executing the communications-related aspects of NASA events and NASA participation in stakeholder and public events.

4.2.1 Stakeholder Relations

NASA seeks to effectively inform and engage internal and external stakeholders including, but not limited to, build awareness, support, and recognition for the value of the Agency's work. As part of this, NASA requires research, analysis, and reporting on a wide variety of stakeholder groups to ensure we are properly creating communications products for and reaching the Agency's critical target audiences. Contractor support for external stakeholder activities generally excludes direct interactions with the external stakeholders. NASA seeks to provide

stakeholder relations support to its top Agency, Center, and program executives, in addition to its communications professionals, and seeks recommendations to take advantage of data-driven insights, emerging methods, and new technologies.

Internal stakeholders may include, but are not limited to:

- a. NASA Headquarters; and
- b. NASA Field Centers.

External stakeholders may include, but are not limited to:

- a. Congressional elected officials, congressional delegations, executive branch offices;
- b. Aerospace industry contractors;
- c. Business and industry;
- d. Department of Defense (DoD);
- e. Other Government agencies;
- f. Local and regional communities;
- g. International aerospace community; and
- h. Local, national, and international media.

The Contractor shall, as directed, provide solutions to improve NASA's ability to meet its communications goals and adhere to all necessary review and approval processes before releasing communications products and ensure that when stakeholder relations efforts overlap with other communications efforts that all work is coordinated through proper internal communications channels.

The Contractor shall, as directed, provide a regular comprehensive stakeholder assessment and evaluation from an audience perspective, to help maximize the communication impact to each group, the cadence of which will be determined by the Government. Stakeholder outreach development is critical in establishing effective communication plans and implementing strategies that are integrated and aligned with Center and Agency direction and guidance.

The Contractor shall assist the Government in the development of stakeholder engagement strategies that identify the most effective tactics for achieving outcomes with specific audiences.

4.2.1.1 Internal Communications – **Core Service**

The Contractor shall provide comprehensive communications support, planning, drafting, editing, implementing logistics, and on-site coordination for communications that create and sustain an informed and engaged workforce.

The Contractor shall support NASA in the planning, development, review, approval, and/or delivery of employee communications products and services for the NASA workforce to include developing the underlying publication content used in employee communications products.

The Contractor shall closely coordinate with applicable NASA SMEs to ensure all employee communications publication content, products, and services convey accurate and timely content. Contractor shall work with NASA and eMITS Contractor in accordance with clause C.26, Associate Contractor Agreement (ACA).

Publication content requirements shall include, but are not limited to:

- a. Utilization of appropriate guides for writing and design such as, but not limited to:
 - (1) NASA design guidelines;
 - (2) NASA Center design guidelines;
 - (3) GPO Style Manual;
 - (4) User guides; and/or
 - (5) NASA Web posting guidelines.
- b. As applicable, utilization of appropriate templates;
- c. As applicable, utilization of standard presentation updates; and
- d. Submission for review to OCOMM management, or to other reviewers as directed, in a final layout, prior to publication.

In addition to media relations products developed in PWS 4.3 that can be leveraged for employee communications, the Contractor shall develop, implement, and maintain publication content for employee communications products (including written, digital, visual, and multimedia content).

Utilizing publication content developed in PWS 4.2.1.1 and applicable media relations products developed in PWS 4.3, the Contractor shall plan, develop, review, obtain OCOMM approval, and deliver NASA employee communications products to include, but not limited to:

- a. Messaging activities (e.g., e-mail messages, internal Web site messages, Center/organizational messages for events, news, safety bulletins);
- b. Employee TV, video streaming, and other multimedia products;

- c. Emergency and/or otherwise urgent notifications.

4.2.1.2 Newsletters

In support of newsletters, the Contractor shall:

- a. Propose, write, and/or coordinate articles for newsletters that reflect an internal NASA flavor (e.g., personal interest, accomplishments, local and community events);
- b. Moderate and propose responses to comments received pertaining to the newsletter following each publication;
- c. Produce the newsletters in an electronic format for both Web and printing as specified by the Government. The Contractor shall provide recommendations for proactive strategies, messages, tactics, modes of distribution, and implementation to improve overall employee communications. The Contractor shall review these recommendations with the Government on a quarterly basis.

All employee communication publication content and products shall be archived and maintained by the Contractor as specified by the Government.

4.2.1.3 Executive Communications

Provide comprehensive communications support, planning, drafting, editing, implementing logistics, and on-site coordination for communications including messages, presentations, and speeches in the voice and style of Agency and Center leadership. Contractor shall work with NASA and eMITS Contractor in accordance with clause C.26, Associate Contractor Agreement (ACA).

The Contractor shall support the Government in the planning, development, review, approval, and/or delivery of executive communications products and services in support of the following NASA executives for PWS Section 4.2.1.3:

- a. Administrator
- b. Deputy Administrator
- c. Associate Administrator
- d. Mission Directorate AA's
- e. Center and Facility Directors
- f. Deputy Center Directors

- g. Associate Directors and/or
- h. Executives acting as their designees.

NASA executive communications products will include, but are not limited to:

- a. Speeches;
- b. Summaries;
- c. Presentations;
- d. Talking points;
- e. Articles;
- f. Research and analysis;
- g. White papers;
- h. E-mail messages; and
- i. Video content.

The Contractor shall closely coordinate with applicable NASA SMEs to ensure all executive communication products and services convey accurate and timely content.

The Contractor shall follow established protocols, as directed by the Government, to support NASA executive engagements with stakeholder audiences to include those at top-levels of Government.

The Contractor shall, as directed, provide recommendations for proactive engagement opportunities for NASA executives to support Agency and Center communications priorities. Planning for these activities shall be updated and maintained.

All NASA executive communication products shall be archived and maintained by the Contractor in a Government-provided database.

4.2.1.4 Senior Leadership Communications

As directed, the Contractor shall work with NASA and eMITS Contractor in accordance with clause C.26, Associate Contractor Agreement (ACA), to support the planning, development, review, approval process, and/or delivery of senior leadership communications products and services in support of NASA senior leadership positions such as, but not limited to:

- a. Directorate Associate Administrators;

- b. Major program directors and leads;
- c. Major program deputies;
- d. Leadership acting as their designees; and
- e. Other officials in charge.

NASA senior leadership communication products will include, but are not limited to:

- a. Speeches;
- b. Summaries;
- c. Presentations;
- d. Talking points;
- e. Articles;
- f. Research and analysis;
- g. White papers;
- h. E-mail messages; and
- i. Video content.

The Contractor shall closely coordinate with applicable NASA SMEs to ensure all senior leadership communication products and services convey accurate and timely content.

The Contractor shall support NASA senior leadership engagements with stakeholder audiences to include those at top levels of Government.

All NASA senior leadership communication products shall be archived and maintained by the Contractor in a Government-provided database.

4.2.1.5 Public Inquiry Responses - **Core Service**

The Contractor shall research and provide clear and consistent responses to public requests for information on any aspect of NASA. (NOTE: This does not pertain to Freedom of Information Act (FOIA) requests. FOIA requirements are detailed in Section 4.6).

The Contractor shall research, write, proof, edit, and maintain a comprehensive suite of stock written responses to frequently asked public inquiry questions, themes, topics, etc.

The Contractor shall closely coordinate with applicable NASA SMEs to ensure the comprehensive suite of stock responses convey accurate and timely content.

Following a public inquiry notification from the Government, the Contractor shall:

- a. Research the inquiry, starting with stock responses;
- b. As applicable, further coordinate inquiry responses with appropriate SMEs;
- c. As applicable, identify and use appropriate media relations and public affairs products developed in PWS 4.3 to enhance the response;
- d. As applicable, write, proof, and/or edit the response;
- e. Upon completion as directed by the Government submit the public inquiry response to the inquirer.

All public inquiries and responses shall be archived and maintained by the Contractor in a Government-provided database.

4.2.1.6 External Relations

The Contractor shall provide communications support, coordinate communications aspects of partnerships with companies, agencies, and other Government entities, and support community and civic outreach initiatives to inform local, regional, or other external stakeholders about NASA missions with supporting logistics planning and implementation.

4.2.2 Public Engagement

NASA seeks to inspire and engage the public in order to communicate the value, excitement, and relevance of NASA's missions. The public engagement function is designed to engage the public in direct, authentic, and interactive activities, and employ a broad range of techniques that provide in-person and virtual opportunities.

In performing the requirements, the Contractor shall ensure that communications align to the current communications goals.

4.2.2.1 Protocol

Protocol is a set of conventions or code prescribing strict adherence to correct etiquette and precedence. The Government will identify which NASA Centers and which events require Contractor support for protocol activities.

4.2.2.1.1 The Contractor shall coordinate and support messaging and framing of the activity/event for High Level Visitors (HLV), Very Important Person (VIP), and celebrity visits ensuring consistent messaging from the Agency.

4.2.2.1.2 The Contractor shall support the planning, coordination and execution of various protocol functions for special events and high-level visits as appropriate. Planning, coordination and execution activities include but are not limited to:

- a. Center Director Guests
- b. Celebrities
- c. Media
- d. OLIA Guests

4.2.2.2 Guest Operations

Guest operations functions are provided in support of NASA or NASA-sponsored events. Contractor shall work with NASA and eMITS Contractor in accordance with clause C.26, Associate Contractor Agreement (ACA). These events include, but are not limited to, launches and Center open house events.

4.2.2.2.1 The Contractor shall, as directed, assist with coordinating attendance at NASA or NASA-sponsored events. The Contractor may utilize as necessary a government provided system for invitation and guest response tracking.

4.2.2.2.2 The Contractor shall assist with planning, and developing, and events and activities engaging NASA stakeholders, VIPs, elected officials, employees, and the general public. Contractor support activities include, but are not limited to, managing guest lists, issuing credentials, and arranging support staff and on-site transportation. This support may be required simultaneously at various locations.

4.2.2.3 Speakers Bureau/Speaking Engagements - **Core Service**

The NASA Speakers Bureau is composed of engineers, scientists, and other professionals who represent the Agency as speakers of civic, professional, educational, and other public venues. Each year, NASA speakers provide hundreds of presentations to thousands of people. The speakers bureau is a free service as a part of our public communication and outreach programs. Audiences include pre-school to college classes, libraries and museums, scouts, professional and technical organizations, and community groups. Speakers Bureau events may be in person or virtual. Speakers Bureau guidelines can be found in Attachment D-5, *Applicable Regulations, Procedures, and Documents*. The Contractor is responsible for the management of the NASA Speakers Bureau.

4.2.2.3.1 The Contractor shall coordinate the Speakers Bureau events and shall create a yearly plan with the strategic events or specific audiences, that are in addition to any specific requests received.

- 4.2.2.3.2 The Contractor shall, as applicable, receive, review, coordinate, identify SMEs, respond to all speaker requests, and provide support with messaging and presentation materials for SME presentations.
- 4.2.2.3.3 In addition to media relations and public affairs, products developed in PWS 4.3.1 can be leveraged for Speakers Bureau content use.
- 4.2.2.3.4 The Contractor shall support the Government in the planning, developing, writing, proofing, reviewing, editing, and managing of unique speakers bureau content for use by NASA speakers.
- 4.2.2.3.5 The Contractor shall research, identify, and maintain a list of professional, courteous, and articulate speakers who can represent NASA, effectively present information, as well as be capable of engaging in discourse, across specific topic(s) and/or key message(s) for requested speaking engagements.
- 4.2.2.3.6 Following either a NASA or a NASA customer's outreach speaking engagement request, the Contractor shall review and recommend, based on NASA-approved criteria, a speaking engagement request provided by the requestor which shall include, but not be limited to:
- a. Providing a speaking engagement summary of the request to include:
 - (1) Audience demographics;
 - (2) Applicable engagement background information;
 - (3) Speaking topic;
 - (4) Engagement date;
 - (5) Engagement time;
 - (6) Engagement location;
 - (7) Engagement point(s) of contact;
 - (8) Applicable engagement hosting responsibilities;
 - (9) Applicable unique engagement requirement(s); and
 - (10) Applicable engagement-planned media coverage.
 - b. Recommended speaker with confirmed availability;
 - c. Recommended applicable key message(s);

- d. Recommended applicable communication product(s), including lithographs, photographs, artifacts; and
- e. Recommended applicable metrics to be used to gauge impact of speaking engagement.

4.2.2.3.7 The Contractor shall submit the speaking engagement request plan to the Government for approval.

4.2.2.3.8 The Contractor shall implement each approved speaking engagement request which shall include, but not be limited to:

- a. Coordinating speaking engagement with the requestor;
- b. Coordinating unique engagement requirement(s);
- c. Making applicable speaker preparations;
- d. Coordinating with the speaker to incorporate applicable key message(s) into speaker's planned remarks; and
- e. Preparing applicable communication product(s), including lithographs, photographs, artifacts, etc. This includes facilitation of product checkout if applicable.

4.2.2.3.9 Within five business days following each speaking engagement that meets the criteria provided by the Government, the Contractor shall submit applicable speaking engagement metrics.

4.2.2.3.10 All speaking engagement requests, plans, reports, and speakers lists shall be archived and maintained by the Contractor in a Government-provided database.

4.2.2.4 Astronaut Appearances

The Contractor shall support the coordination of astronaut appearances in collaboration with requesters, and stakeholders and the Astronaut Office to fulfill requests.

- a. The Contractor shall facilitate the scheduling of astronaut interviews with news media, coordinate logistics such as badge processing for visiting media, and maintain statistical data and other media information on human space flights. (add into Media interviews as well)

4.2.2.5 Public Engagement Events

The Contractor shall support the planning and execution of events in coordination with NASA personnel and requesting organizations.

4.2.2.5.1 Outreach Planning, Coordination, and Execution

Based on Government-approved communication plans in accordance with PWS 4.1.4, the Contractor shall plan as applicable, organize, staff, and execute activities that support outreach efforts (for example planning, coordinating, and executing, school visits, special tours, exhibits, demonstrations, speaking engagements.).

In relation to planning and coordination of outreach events, based on a NASA outreach event request, the Contractor shall as applicable:

- a. Develop an outreach event plan which shall be submitted to the Government for review and approval. The plan shall include, but not be limited to:
 - (1) Providing an event summary;
 - (2) Preparing a Rough Order of Magnitude (ROM) estimate detailing the event costs (e.g., booth space, drayage, on-site support labor, travel, per diem) to include developing any exhibit requirements in accordance with PWS Section 4.2.3.
- b. Developing metrics to be used to gauge impact of event outreach to include, at a minimum, an attendance estimate and audience participation as applicable, submit outreach event plan for approval to the event requestor; and
- c. Coordinate logistics for each approved outreach event including, but not limited to:
 - (1) Event booking;
 - (2) Finalization of booth space design (e.g., exhibit layout);
 - (3) Finalization of exhibit hardware requirements;
 - (4) Finalization of show services (including drayage) requirements;
 - (5) Arranging on-site support labor;
 - (6) Facilitating pre-payments as applicable; and
 - (7) Assisting with NASA staffing plan development and implementation.

In relation to executing outreach events, the Contractor shall:

- a. Maintain knowledge of:
 - (1) Key messages in accordance with PWS Section 4.1.5; and

- (2) NASA's current programs and projects.
- b. Convey NASA communications in a professional and courteous manner;
- c. Interact with the public;
- d. As applicable, act as a tour guide;
- e. Staff and assist exhibit technicians in accordance with PWS 4.2.3; and
- f. Coordinate Government-related support.

Within 10 business days following outreach events, that meet the criteria specified by the Government, the Contractor shall develop and submit to the Government an after-action report including, but not limited to:

- a. Event metrics measured;
- b. Evaluation of metrics and overall event impact;
- c. Lessons learned

All outreach event plans and reports shall be archived and maintained by the Contractor in a Government-provided database.

4.2.2.6 Event Staff Support

NASA provides SME's for official speaking engagements via the speakers bureau (PWS 4.2.2.3). Other engagements utilize event support staff to engage with outreach opportunities. Event support staff can include, but are not limited to NASA employees, NASA retirees, Contractors, and others as defined by NASA. As directed:

- a. the Contractor shall provide staff access to outreach opportunities and to provide them with resources to adequately represent the mission of NASA to the public to include:
 - (1) receiving and processing written and verbal requests;
 - (2) developing plans to inform the public;
 - (3) informing employees of opportunities;
 - (4) recruiting and training employees;
 - (5) assisting in the preparation of presentations;

- (6) developing, tracking, and measuring results;
- (7) maintaining Government-provided database and Web site; and
- (8) disseminating collateral outreach materials

- b. The Contractor shall coordinate with NASA to recruit employees to support programs and activities.
- c. The Contractor shall create, maintain, and update NASA's volunteer training and when necessary provide real-time training to volunteers.

4.2.3 Exhibition Program

The NASA Exhibition Program excites the Nation's public about the success of the Agency through hands-on and participatory adventures in science, aeronautics, technology and exploration of space. The NCS Contractor will develop exhibitions that involve artifacts for NASA. NASA defines an exhibition as an object or collection of objects on public display which generally includes graphics, interpretive text, and audio-visual presentations, such as found in NASA visitor centers, NASA buildings, museums, or at public engagement events and technical conferences. The NASA Exhibition Program is intended to convey general and technical information to a wide range of audience ages and demographics. Exhibitions will range in size and complexity, from static to mobile, for use in interior, exterior, and virtual environments. Contractor shall work with NASA and eMITS Contractor in accordance with clause C.26, Associate Contractor Agreement (ACA).

The size and scope of NASA's exhibition program inventory varies across the ten NASA centers, and may include, but are not limited to:

- Scale models
- Artifacts
- Artwork
- Mementos and publications
- Displays
- Kiosks
- Stand-alone structures

Exhibition complexity and specialization may include, but not be limited to:

- Audio-visual equipment
- Interactive computer-based equipment

- Computer operating systems
- Software applications
- Web-based intranet and/or internet connections
- Artifacts, prototypes, hardware, and/or original artwork that require special handling
- Mobile exhibits that require special transportation
- Staging and Presentation

Under the direction of the Center Exhibits Manager, some exhibitions are suitable for loans to non-NASA entities. Others are restricted to use only under the management and supervision of NASA staff.

4.2.3.1 Exhibition Management

To ensure proper management of Exhibition Program assets, NASA seeks to ensure its presence can be in multiple places and supporting multiple events simultaneously. Some events and exhibition projects may have long-range planning, while others may be last-minute or may require quick turnaround depending on the circumstances. The Contractor shall:

4.2.3.1.1 Manage, operate, and maintain NASA exhibitions, to include conceptual design and fabrication.

4.2.3.1.2 Conduct all exhibition activities in accordance with NASA Policy Directive (NPD) 1387.1, *NASA Exhibits Program*, NPR 1387.1, *NASA Exhibits Program*, NPR 4200.1H, *NASA Equipment Management Procedural Requirements* for Attachment D-15 property, in accordance with FAR 52.245-1 for Attachment D-16 property, as well as with the Contractor's on-site Safety and Health plan.

4.2.3.1.3 Be responsive to exhibition requests from NASA and the public. While the Contractor may establish routine operating lead times, allowances should be made for emerging high-priority requests that are identified by NASA. Emerging high-priority requests may come with short notice and may require a quick turnaround time.

4.2.3.1.4 Research, develop, and recommend innovation to the government to more efficiently manage, operate, and/or maintain NASA exhibitions, to include design and fabrication. The Contractor shall review these recommendations with the Government on a regular basis at a frequency determined by NASA.

4.2.3.1.5 Perform the following additional exhibition management functions during the performance of this contract:

- Research, compile, propose, coordinate, and update exhibition schedules for the current and following year in a government provided database.
- Coordinate internal loans where applicable.

- Coordinate external loans where applicable (see PWS 3.5.4(a));
- Arrange for shipping and receiving or delivery, install and return of exhibitions to sponsors and requesters of NASA exhibitions, and Interact and/or meet with exhibition customers, including site visits, as appropriate; (see PWS 3.5.4(c)); and,
- Maintain exhibition files developed in PWS Section 4.2.3.

4.2.3.2 Exhibition Design and Fabrication

The Contractor shall maintain an efficient and cost-effective exhibition shop capability to coordinate, plan, and design exhibitions conveying incorporating NASA graphics standards, taking into account aspects such as, but not limited to: functional purpose/requirements; the audience; aesthetics. Industry design standards should be followed factoring in assembly and disassembly; storage constraints; shipping (to include exhibition crating), maintenance, safety; and compliance with Americans with Disabilities Act (42 United States Code (U.S.C.)§ 12101) requirements.

Using NASA facilities including but not limited to the exhibit development shops at GRC, MSFC and JSC, along with its Government-provided equipment (see Section D, Attachment D-14, *Installation-Provided Property and Services*, Attachment D-15, *Installation-Accountable Government Property*, and Attachment D-16, *Government Furnished Property*), the Contractor shall:

4.2.3.2.1 Provide timely design, development, fabrication and maintenance for both new and existing exhibitions, including updates and changes to exhibitions, electronic/interactive capability, and graphics as required. The Contractor shall follow NPR 4200.1 requirements to obtain SEMO approval before cannibalization/modification of any existing Attachment D-15 property.

4.2.3.2.2 Maintain specific equipment and software necessary to meet customer requirements, when applicable.

4.2.3.2.3 The Contractor shall maintain the exhibition shop capability for the following skills, including but not limited to, the performance of:

- Electronics integration (e.g., audio, visual, creative lighting);
- Woodworking (e.g., cabinet displays);
- Painting;
- Casting (e.g., metal, plastic, resin);
- 3D graphic design and printing;
- Large format design and printing;
- Welding (to include aluminum) (e.g., metal inert gas, tungsten inert gas); and
- Computer and graphic interface programming and design for interactive displays, and associated technology integration.

4.2.3.2.4 In performance of exhibition design, the Contractor shall generate and/or analyze sketches, scale drawings, and/or blueprints as required.

4.2.3.2.5 In planning for the fabrication of each exhibition, the Contractor shall prepare and submit a ROM estimate detailing:

- The amount of materials required (to include any crating requirements);
- The cost of materials required; and
- The amount of labor (i.e., time in hours) required.
- Estimated fabrication completion time

4.2.3.2.6 The Contractor shall maintain the exhibition shop capability to fabricate exhibitions, including but not limited to:

- Various scale models (to include painting and/or the design, fabrication, and application of decals) ranging in scale from “table top” (approximately 1:200) to full scale;
- Various display systems (e.g., dioramas, exhibitions with interactive features, hands-on exhibitions) with event areas ranging in size from small (up to 10’x10’) through medium (up to 20’x20’) through large (larger than 20’x20’)
- Exhibition graphics (includes printing); and
- Special mementos for official presentations (e.g., mounted, matted, framed photographs or hardware).

4.2.3.2.7 Following exhibition fabrication, the Contractor shall ensure all elements are documented in terms of specifications (size, weight, electricity, labor requirements crating/setup/teardown instructions,) suitability for non-NASA loans, and receive a safety assessment prior to first use. The Contractor shall coordinate with the appropriate Center Equipment Manager to ensure newly fabricated [or procured] exhibition elements designated to become IAGP are tagged as NASA controlled property per NPR 4200.1. The Contractor shall follow FAR 52.245-1 for newly fabricated [or procured] exhibition elements designated to become GFP.

4.2.3.3 Exhibition Operation and Maintenance

The Contractor shall operate, trouble-shoot, repair, and maintain exhibitions and inventory items locally, regionally, nationally, and internationally, as required (this includes NASA or Center requirements for special events). This includes, but is not limited to, items for displays, backdrops, flooring, models, computers, projectors, structures, sound equipment, network connectivity, printers and other associated elements needed for the Exhibition Program. The Contractor shall:

4.2.3.3.1 Maintain exhibits on display and perform operation requirements for exhibitions, which may include, but are not limited to:

- Verifying with host site any logistical or site requirements (e.g., exhibition placement, clearances, safety concerns);

- Assembly (i.e., setup) and disassembly (i.e., teardown);
- Packing and unpacking;
- Logistical and shipment preparation including storage of empty crates and packing of delivery vehicles;
- Transportation and delivery;
- Driving Government-provided vehicles;
- Planning for variables that may affect route-time to the event;
- Performing minor on-site repairs; and
- Ensuring safe operation.

A list of current exhibits on display is in D-15, *Installation Accountable Government Property*, and D-16, *Government Furnished Property*.

4.2.3.3.2 Possess the ability to trouble-shoot, repair, and maintain minor exhibition-related IT hardware, such as, but not limited to, computers, projectors, sound equipment, and printers, and connection to network systems.

4.2.3.3.3 Maintain exhibitions in a state of good repair.

4.2.3.3.4 Take necessary measures to prevent property damage and/or loss.

4.2.3.3.5 Report to the Government and property management (as required) any damage, loss or possible theft of Government property. For property listed in Attachment D-15, *Installation Accountable Government Property*, report in accordance with NPR 4200.1. For property listed under Attachment D-16, *Government Furnished Property*, submit a Property Loss Theft Damage Destruction form in accordance with the contractor's approved property management plan.

4.2.3.3.6 Recommend to the Government when exhibitions require updating and/or decommissioning.

4.2.3.3.7 Maintain the physical appearance of Government-provided exhibition trailers, to include, but not limited to:

- Placement of NASA insignias;
- Graphically wrapping trailers and/or Government-provided transportation vehicles, in the same motif as the traveling exhibitions;
- Providing routine operational maintenance before, during and after events.
- Making recommendations and/or arrangements for general maintenance; and
- Making recommendations and/or arrangements to have trailers painted or wrapped as appropriate.

4.2.3.3.8 Support the management of Agency standards and style for consistent exhibition presence. This requirement includes but is not limited to:

- Design and develop exhibitions for tradeshow and events.

- Provide advice/consultation to visitor centers on NASA messaging, information, images and other exhibition content.

4.2.4 Artifacts

NASA defines an artifact as a unique object that documents the history of the science and technology of NASA aeronautics and astronautics programs. Its significance and interest generally stem from its relation to historic flights, programs, activities, or incidents; achievements or improvements in technology; our understanding of the universe; or important or well-known personalities. The Contractor shall:

4.2.4.1 Facilitate and/or support the use of artifacts as exhibition elements according to PWS Section 4.2.3.

4.2.4.2 Demonstrate experience and use best practices in the preservation, inspection, repairing and handling of artifacts.

4.2.4.3 Support the development of Agency strategy governing the loan of historical artifacts to external organizations. Administer loans for historical artifacts to external organizations following the exhibition loan process and in accordance with NPR 4200.1 for property listed under Attachment D-15, *Installation Accountable Government Property*. For property listed under Attachment D-16, *Government Furnished Property*, loan in accordance with FAR 52.245-1. Property will be managed in accordance with the property management section of this PWS 3.2.4.

4.2.5 VIP/Facility Tours

- a. The Contractor shall, as directed, lead and support the coordination of tours at designated NASA facilities and draft tour scripts that align with Agency messaging and branding in support of VIP and public tours at NASA facilities. Support may vary by location. Examples of support include but are not limited to:
 - (1) The Contractor will work with facilities (labs, buildings etc.) at centers to coordinate tours;
 - (2) a written agenda/itinerary and talking points, when applicable;
 - (3) coordination for access to facilities;
 - (4) recruit and prepare briefers/presenters and escorts;
 - (5) Coordination with other center organizations such as but not limited to security
- b. The Contractor shall maintain a calendar of all tours indicating the name of guest(s), date and time of visit, # of guests, # of escorts (which could include docents) needed, names

of escorts (which could include docents), and buildings to visit.

- c. The Contractor shall provide a week-at-a-glance report each week that includes upcoming scheduled tours over a 2-week period.
- d. The Contractor shall coordinate with the Employee Volunteer Programs to develop and provide annual docent and briefer training.
- e. The Contractor shall, in coordination with the Guest Operations PWS section 4.2.2.2, provide planning and implementation of tours for mission-related activities such as MCC guest programs, crew return ceremonies, and launch/landing programs at NASA facilities such as NASA Kennedy Space Center.
- f. The Contractor shall assist media relations/PAOs to plan, escort, and brief visiting news media and production crews. The Contractor shall coordinate access to the desired areas, including training facilities and other areas not accessible to the public, with the responsible facility manager(s) and center Security. The Contractor shall adhere to Security and Safety requirements for escorting of tours.

4.2.6 Art Program Management

The Contractor shall support the display of items from the NASA Art Program. The Contractor shall provide recommendations on the display, preservation, storage and shipment of NASA Artwork including works created by NASA and Contractor artists as appropriate.

4.3 Media Relations

NASA seeks to transparently and accurately represent the Agency's work to earn timely, positive media coverage.

In performing the requirements, as defined by the Government through and set forth in this contract, the Contractor shall ensure that communications are based on a clear understanding of target internal and external audiences to convey NASA's strategic vision, guidance, and goals. Communications shall be designed to reach and connect with the target audience in a compelling format, with the right mix of communication channels selected, to obtain the desired exposure related to communicating NASA's activities. The Contractor shall support the planning and development of media programs and activities designed to ensure widespread recognition of NASA's expertise, capabilities, projects, programs, and people. Contractor shall work with NASA and eMITS Contractor in accordance with contract clause C.28, Associate Contractor Agreement (ACA).

The nature of NASA's communications functions varies throughout the Agency's communications community of practice, from Center to Center, and among missions, programs, and projects. Generally, the functions for which the Contractor is responsible include, but are not limited to:

- a. Overseeing and managing development of media plans including key messages, media strategies, media products (releases and advisories), official statements, and media metrics.
- b. Developing and integrating key messages into media products.
- c. Planning, implementing, and/or supporting media events or the media relations aspect of events that primarily serve a different function, but at which members of the news media may be present.
- d. Ensuring appropriate documentation of people, events, and technology associated with NASA's goals, objectives, missions, programs, and projects.
- e. Delivering timely information and imagery of people, events, and technology associated with the accomplishment of NASA's goals, objectives, missions, programs, and projects to media.
- f. Developing and maintaining systems and procedures for the dissemination, archival, storage, and retrieval of information and imagery associated with NASA's activities, personnel, and equipment.
 - (1) Monitoring/analyzing media coverage and providing reports of performance related to set metrics.
 - (2) Identifying, selecting, and training NASA spokespeople and providing media training and preparing them for interviews and presentations.
- g. Managing communication issues and prioritizing NASA media efforts in coordination with senior leadership.
- h. Developing and maintaining productive relationships with media and news media outlets and their representatives.
- i. Maintaining situational awareness of all key events and milestones associated with NASA's goals, objectives, missions, programs, and projects and working to ensure communications products are deliberately focused to capitalize on public and media interest.
- j. Planning, developing, and writing content for traditional and digital media and owned social media.
- k. Providing crisis communication insight through training, expertise, and, as directed, advice on communicating information about a crisis to the public through traditional and social media and NASA public information dissemination channels.

- l. Providing review and analysis of proposed entertainment projects involving NASA and, in collaboration with NASA legal advisors, working to determine which projects have the potential to benefit the Agency's communication priorities.
- m. Identifying and fulfilling opportunities to leverage collaboration with entertainment celebrities, events, and products to more broadly share NASA key messages.

4.3.1 Media, Social Media, Collateral Material Development

The Contractor shall support the planning and development of media programs and activities designed to ensure widespread recognition of NASA's expertise, capabilities, projects, programs, and people. Contractor shall work with NASA and eMITS Contractor in accordance with contract clause C.28, Associate Contractor Agreement (ACA).

References to "digital platforms" include NASA's Web sites, social media channels, NASA television, photography and digital imagery, newsletters, and virtual exhibits. Not all content will be appropriate for all platforms, and content may vary across platforms, but, to the extent possible, the Contractor shall integrate products and services, including leveraging archived communications content, plans, and products.

4.3.1.1 Media and Public Affairs

The Contractor shall provide, as directed, media relations and public affairs support through a variety of communication products and services, ranging from speaking engagements, press conferences, media roundtables, print, radio, television, to digital and social media. Based on the Government's approval, the Contractor shall plan, develop, write, proof, edit, disseminate, and maintain a comprehensive suite of media products to include, but not limited to:

- a. Media advisories;
- b. News releases;
- c. News clips;
- d. Photo/illustration/graphics/infographic releases;
- e. Brochure/flyer/pamphlet releases;
- f. Feature stories;
- g. Live audio/video production and commentary;
- h. Podcasts;

- i. Print, audio, video, digital, and social media status reports;
 - j. Frequently asked questions (FAQs); and
 - k. Opinion-editorials.
- 4.3.1.2 In order to communicate complex scientific, technical, mission, and/or program information in an easily understood manner, the Contractor shall at a minimum, but not limited to, understand and use:
- a. Public affairs policies, regulations, procedures, and sound judgment;
 - b. News media programming techniques, requirements, and deadlines;
 - c. Knowledge of journalistic and photo-journalistic styles for print and broadcast journalism to include Associated Press (AP) and NASA Style book and communications manual; and
 - d. A broad range of news and feature writing and speaking skills.
- 4.3.1.3 The Contractor shall, as directed, research, identify, and recommend topics and/or activities to the Government that hold the greatest potential for media appeal.
- 4.3.1.4 The Contractor shall, as directed, research and develop media relations and public affairs resource materials, as well as closely coordinate with applicable NASA SMEs to ensure media relations and public affairs products and services convey accurate and timely content.
- 4.3.1.5 The Contractor shall, as directed, research, develop, and recommend portfolios of media relations and public affairs products with potential high strategic value or opportunities that could or should be added to implement strategic objectives (e.g., scientific and/or technical topics, program and/or project-specific), to include identifying missing products for existing portfolios.
- 4.3.1.6 The Contractor shall, as directed, research, identify, and recommend media relations and public affairs content for NASA's communications themes (e.g., Moon to Mars; Solar System and Beyond; Humans in Space) and focused campaigns (e.g., Artemis) to the Government to achieve the theme's or campaign's objectives, beyond individual media relations and public affairs products.
- 4.3.1.7 The Contractor shall, as directed, in support of commentary, identify discussion topics, b-roll, and individuals for live or pre-recorded interviews on NASA-related topics, as well as work with appropriate Government and/or media outlet staff to implement.
- 4.3.1.8 The Contractor shall provide support in determining the appropriateness and relevance of news clips.

- 4.3.1.9 The Contractor shall develop and maintain an overall current media products list; develop and maintain a current media product distribution list; establish and maintain working relationships with national, regional, local, and specialized media outlets in coordination with channel(s) established and approved in communication plans; actively market media products to these outlets; and distribute media products through appropriate channels.
- 4.3.1.10 The Contractor shall, as directed, facilitate and/or support media outlet visits to NASA. The Contractor shall escort media outlet representatives and otherwise support the Government in operating media areas to which media outlet representatives can visit or call to cover activities or events.
- 4.3.2 Editorial and Distribution - The eMITS Contractor will be responsible for packaging and content distribution. Contractor shall work with NASA and eMITS Contractor in accordance with contract clause C.28, Associate Contractor Agreement (ACA). The specific requirements for the NCS Contractor are as follows:
- 4.3.2.1 Review relevant documents as directed, such as the Daily Report, provided by the NASA HQs newsroom, and the weekly look ahead, provided by OCOMM management, to be aware of upcoming events that will require coordination and/or coverage from NASA communications.
- 4.3.2.2 In breaking news situations, follow communications procedures to be provided by the NASA Office of Communications, for providing communications deliverables and updates, as directed.
- 4.3.2.3 Participate in select meetings as required or directed by NASA.
- 4.3.2.4 Develop and maintain, or contribute to, supporting offline material, including standards documents and style guides, for communications, design and technical elements. Develop or contribute new material. Review existing material and recommend revisions and additions.
- 4.3.3 Strategic Analysis - Government strategic analysis processes includes data-gathering from metrics platforms in use by NASA, reports about digital content performance, digital content plans for major agency events and milestones, and studies of emerging digital methods and technologies.
- 4.3.3.1 As directed, gather qualitative and quantitative data from appropriate persons, to compile regular and special reports of engagement levels for events, as directed.
- 4.3.3.2 Recommend reports for analyzing the past performance of communications content to inform recommendations for future activities. Recommend metrics to measure the effectiveness and reach of multimedia, communications, information, and outreach efforts, and support quarterly reviews or as requested by the Government. Format to be developed in coordination with the Government.

4.3.3.3 Ensure recommendations for strategies, coverage, implementation timelines, and suggestions of products and content are included in communications plans and documents for major Agency events and milestones. Review mission- and program-related material, online or provided, as well as Agency strategic communication plans. Submit recommendations for review and approval.

4.3.3.4 Research and report quarterly on emerging methods, tactics and technologies for communications. Recommend changes to NASA's communications and operations to take advantage of such methods, tactics and technologies, if, in the Contractor's opinion, doing so would improve NASA's ability to meet its communications goals. Format to be developed in coordination with the Government.

4.3.4 Social Media

The Contractor shall, as directed, research, develop, and recommend innovative strategies to the Government for increased utilization of emerging media relations technologies (e.g., digital/social media) to more efficiently and rapidly deliver media relations and public affairs products to increase coverage of NASA activities and events. The eMITS Contractor will be responsible for developing specific plans to implement these strategies. Contractor shall work with NASA and eMITS Contractor in accordance with contract clause C.26, Associate Contractor Agreement (ACA).

Contractor support activities, shall as appropriate, include, but are not limited to:

- a. Support for the development of communication plans specific to social media utilization for public information highlighting NASA activities for the Agency or specific Centers including daily for all mission and related activities and events;
- b. Support the eMITS Contractor in the production and distribution of social media products by the eMITS Contractor. including posts, videos, GIFs, audio files, filters, and computer graphics;
- c. Support the eMITS Contractor and the NASA social media teams employing tools and applications including, but not limited to, augmented reality, virtual reality, and 360-degree videos;
- d. Research, identify and recommend emerging methods for creating and publicizing content; and
- e. Support for the planning of NASA Social Events. The eMITS Contractor will develop and implement specific plans. Support may include, but not be limited to, participation in the development of registration forms and assistance with technology at NASA field center event sites. The support also includes researching and developing material for official NASA accounts, integrating social media planning with the strategic media relations and outreach plans developed by NASA or other sections of this PWS, staying up to date on NASA's current social media best practices to support program strategies.

4.3.5 Film and Documentary Support

The nature of the film and documentary support function at NASA is centralized through NASA Headquarters Office of Communications according to the multimedia guidelines. NASA Headquarters Office of Communication reviews and approves all incoming documentary and film projects. Counterparts to the NASA Headquarters Office of Communications in each Center's communications office and PAOs coordinate further interactions with filmmakers.

Generally, the function includes, but is not limited to:

- Reviewing, approving, and facilitating requests for movie, documentary, and television studio support; overseeing and integrating all aspects of Agency participation.
- Coordinating public affairs and history office archival research support to approved documentary projects.
- Scheduling and staffing NASA location film shoots and SME interviews.
- Developing news media and entertainment visit schedules and itineraries and coordinating facility access.

4.3.5.1 The Contractor shall support coordination and review of documentary and film script approval (as directed) for NASA participation.

4.3.5.2 The Contractor shall assist with the coordination of logistics, itineraries, and site access for documentary filming and SME interviews

4.3.5.3 The Contractor shall provide research, fact checking, and on-site production oversight ensuring accuracy in film and documentary products from a historical perspective ensuring technical accuracy.

4.3.5.4 The Contractor shall coordinate and provide historic and current mission video files for use by film and documentary customers for incorporation in their final products.

4.3.5.5 The Contractor shall coordinate location and talent release requests for NASA participation in film and documentary products to meet legal obligations.

4.3.5.6 The Contractor shall archive and maintain all applicable electronic film and documentary support products in a Government-provided database.

4.3.5.7 The Contractor shall coordinate the delivery of electronic film and documentary support products to NASA's clients.

4.4 History and Archives – **Core Service**

The Contractor shall provide comprehensive historical research support aligned with identified Agency needs, supervise/stimulate the development of history research publications, product mandated reports, and review process of Heritage Asset designation, provide historical analysis and information to various internal and external stakeholders, including the NASA leadership, media, and Congress.

4.4.1 Historians

The Contractor shall provide comprehensive historical research support aligned with identified Agency needs, supervise/stimulate the development of history research publications, product mandated reports, and review process of Heritage Asset designation, provide historical analysis and information to various internal and external stakeholders, including the NASA leadership, media, and Congress.

4.4.2 Archivists

The Contractor shall provide comprehensive historical archives support; create, implement, and maintain archival collections; and provide professional and SME on historical and archival policy, procedure, and practice.

The Contractor shall support NASA's archival functions including, but not limited to, collecting and preserving historically significant media-neutral material within an archival collection, serving as a point of contact for preservation and archival standards on Center, and communicating the mission of the NASA History and Archives program.

Archival activities shall include, but not be limited to:

- a. Appraising material for historical and intrinsic value to the Center and/or the Agency;
- b. Accessioning, arranging, describing, processing, and digitizing archival material to enable preservation of and access to the archival collection;
- c. Enabling search and discovery of archival collections based on Agency and professional standards;
- d. Providing institutional, archival, organizational, and historical knowledge and expertise to enable research and collaboration across the Agency.

The Contractor shall support NASA's historians in the development and implementation of NASA's historical activities and events.

4.5 Library Services

In support of NASA's mission, the NASA Libraries facilitate research in Earth science, space science, aeronautics, and enabling technologies by stimulating discovery, creativity and communication of knowledge to enhance life on Earth. The Libraries deliver efficient and effective access to information essential to NASA's research while simultaneously supporting scientific literacy.

The staff apply their expertise to provide users with the data and information they need by use of innovative cost-saving information resources and technology.

Professional library and information services are a key component of the NASA Library's capability set. Within this area, there is a new focus on managing and delivering digital content and making it easily searchable and accessible 24/7 by the NASA community from their desktops and mobile devices. The primary information resources consist of a dynamic collection of e-books, e-journals, core print books and journals, documents and multimedia; access to a network of other library collections through cooperative Interlibrary Loan activities, and a wide range of electronic resources created for or accessible through the future NASA Digital Library Portal, and current library websites created for specific centers, including licensed electronic library assets.

The function of the Library is to provide:

- A mission specific collection of electronic and core print resources in the subject fields of science, technology, and management information.
- Access to required resources, both held as well as resources not held.
- Support for information identification and location support in science-technology-management.
- Copies of renewable resources obtained by circulation, electronic access, acquisition, exchange, interlibrary loan, scanning, photocopy, dissemination and resource sharing; and
- A central library/knowledge portal and repository access to NASA's information assets

The Contractor shall provide library services with an emphasis on rapid acquisition of information with minimal effort required on the part of the customer.

4.5.1 Library Operations and Information Services Support Overview

4.5.1.1 Information Services Support

The Contractor shall provide Information Services Support including, but not limited to:

- a. Assist users with research and information inquiries, manage the circulation of materials, document delivery, provide access to electronic and print collections (documents, books and journals) and collect usage statistics.

- b. Provide responsive information assistance to the Library's customers, including, but not limited to, requested materials; guidance in identifying and locating documents, specifications and electronic information; the use of information discovery tools; information on Library operations, policies and services; and Interlibrary Loan.
- c. Provide proactive information services to library customers as designated in the Task Order. These services shall include, but are not limited to, ready reference service, document identification and retrieval, literature and online searching, library instruction, referral to external sources, bibliography creation and updating, current awareness service, resource evaluation and library science consulting, and statistics reporting.

4.5.1.2 Reference Services

The Contractor shall provide Reference Services including, but not limited to:

- a. Reference service electronically, in person or via telephone as warranted by the situation. Electronic reference service shall be conducted primarily via established virtual reference applications and techniques.
- b. Ready Reference (defined as searching for a known product) and respond to all ready-reference questions involving looking up basic facts or locating books and articles. These questions are characterized as taking less than 15 minutes.
- c. Literature level services Research Services (defined as searching for an unknown product). The Contractor shall respond to research requests involving in-depth work with print and online resources, finding extensive information or elusive facts, or requiring sophisticated literature searching. These requests are characterized as taking more than 15 minutes and in some cases several hours or days. The Contractor shall satisfy the request with the aid of any searching methods available.
- d. Maintain expertise in library resources, library science, and the types of materials required by NASA Library customers. This expertise will be used in providing services and providing recommendations for library materials for purchase. NASA may also request such expertise for consultation in designing NASAS databases and information services.
- e. Support and instruct customers in the use of the library and its resources. Areas of instruction should include, but is not limited to, layout of facilities, nature and organization of the collections and specific materials, use of library services, and use of electronic resources.

4.5.1.3 Embedded Reference Librarians/Subject Matter Specialists

The Contractor shall respond to requests for embedded librarians. These requests are usually for a specific Branch or Lab and may require the contractor employee to be dedicated to working

for/on a specific project. The contractor employee may be matrixed or have an office within the library space.

4.5.1.4 Bibliometrics Analysis of NASA Publications

Bibliometric projects may range from single researcher impact reports to entire program analysis required by Agency or Center programs or management. Specific metrics may include, but are not limited to, publication metrics to analyze NASA research output; journal metrics to illustrate the relative importance of a journal to NASA research; citation metrics to help determine the relative quality and impact of a single article or the research output of a NASA program or project; network analysis to examine and visualize the relationships between publications; among others.

The Contractor shall respond to requests for bibliometric analysis of NASA peer-reviewed publications utilizing the Web of Science database, QUID and any other tools approved for this purpose.

4.5.1.5 Collection Building and Maintenance of Physical and Electronic Materials including Subscriptions

The Contractor shall coordinate with the Government to develop and maintain a collection of print and electronic resources, as required, with the goal of establishing and maintaining a collection of materials as a valuable resource to the mission of NASA. The Contractor shall continue to support the work of the NASA Libraries within the confines of the library's budget and in accordance with the accepted Collection Development Plan and protocols.

4.5.1.6 Acquisitions/Subscriptions Purchasing/ Electronic Resource Management

The Contractor shall assist in the selection and deselection decisions for items to be included in the collection as appropriate, using the approved guidelines in the Collection Development Plan. Assist the government in the acquisition of materials as required to include electronic databases, and library software maintenance and licenses.

4.5.1.7 Circulation

The Contractor shall provide circulation service during designated hours. The library may be available 24/7 keycard access if feasible, sustainable and proper physical security protocols can be maintained. At any time that the electronic Circulation Function is offline, an alternative method of circulation, which provides for full tracking and record keeping, should be available, with customer instruction sufficient to allow completion of a normal circulation transaction. Produce circulation reports and metrics.

4.5.1.8 Interlibrary Loan / Document Delivery

Initiation of interlibrary loan borrowing requests for NASA staff and transmission of responses to incoming interlibrary loan lending requests from other libraries, must be successfully

performed by the Contractor using an electronic system provided by NASA (current system is Illiad). Borrowing requests for NASA staff located at facilities without local library services will also be provided via the Agency Interlibrary Loan (ILL) System. Upon request of NASA staff, scans of collection materials must be furnished by the Contractor (document delivery). All available appropriate resources must be used by the Contractor to include, but not limited to online journals, databases and the physical collections to fulfill these document delivery requests.

The Contractor shall respond to incoming inquiries on a daily basis and shall fulfill NASA staff requests within an average of 72 hours – depending upon the availability of the item.

The Contractor shall be responsible for all aspects of the interlibrary loan function.

4.5.2 Library Systems and Support Services

The Contractor shall provide sustained and dependable availability of the Agency Library websites and associated applications and services, including the virtual collection of local and remote electronic resources. Focus should be on providing sustained dependable availability of the Library's servers and associated hardware and software, installing upgrades, facilitating usage, troubleshooting, and maintaining systems back-ups effectively managing the interfaces for existing and newly acquired components.

The Contractor shall have as a primary focus guarding against loss of data at all times and shall implement regular backup and recovery procedures to prevent loss of data.

4.5.2.1 Agency Library Portal System Support

The Agency Library Portal System (ALPS) is an initiative to provide information access, dissemination and preservation across the NASA libraries. It will take the form of a Web Portal to be developed and deployed circa 2023-2024. Support from the NASA Libraries Systems Team will be instrumental to the success of the ALPS after deployment. Current plans are for the NASA Libraries to manage the applications of the portal. The NASA OCIO will manage the servers.

The Contractor shall stand ready to provide support for the ALPS and management of the library applications associated with the Portal.

4.5.2.2 Library Website(s)

The NASA Library website is the primary means for customers to access the Library's virtual services. The Contractor shall maintain and update the Library's website and management of the technologies within the website.

The Contractor shall provide curator responsibility and assistance for all Library Web pages.
Note: This will be a part of the ALPS when it is deployed.

4.5.3 Virtual Library Support

4.5.3.1 Metadata Creation/Cataloging

The creation of metadata for new and existing materials for inclusion in the NASA Galaxie Catalog Material formats requiring metadata will include books, serials, journals, technical documents, videos, audio-visuials, maps, electronic documents and other formats not yet specified.

Creation of metadata records in the WorldCat database, the Symphony Integrated Library System (NASA Galaxie) and any other online database that is deemed necessary to its work, must be performed by the Contractor using Government-supplied workstations and networks. Other software that the government will supply, and that the Contractor may need to use may include: OCLC Connexion, SirsiDynix Workflows, Excel and other systems.

Creation of metadata records for materials according to *Resource Description and Access (RDA)* and/or *Anglo-American Cataloging Rules, 2nd ed. (AACR2)* rules, using *MARC21 format standards*, utilizing Library of Congress subject headings and using Library of Congress Classification, as locally defined in the NASA Thesaurus and applied by NASA is the responsibility of the Contractor.

Digital upload of new or existing records to appropriate library databases as identified by NASA, including creation, as necessary, of related records for serials control, circulation, holding's locations, and other purposes, must all be performed by the Contractor

4.5.4 Digital Library Services

4.5.4.1 Scanning Services

The Contractor shall respond to requests for scanning/digitization support to customers as time and staff capabilities permit. Tasks should be reasonable in size and should not require more than 5% of the Contractor's time to complete. Metadata should be provided by the customer so the contents being scanned can be appropriately stored NASA Library Catalogs and Repositories.

4.5.4.2 Maintenance of Collections and Metrics

- a. The Contractor shall produce library usage statistics and metrics such as: electronic resource downloads, circulation statistics, and reference and research metrics so that the government can measure the usefulness of the library to NASA researchers and users. Other statistics may also be produced at the request of the government, including web page views and server log statistics, as necessary. The Contractor shall produce periodic library reports summarizing important metrics and detailing accomplishments, as defined and directed by the government.
- b. Problems with electronic access to digital library collections must be resolved by the Contractor by working with the publisher. Problems that are not easily resolved shall be reported to the NASA Library Collection Development Team Lead within 48 hours.

- c. Processing of physical materials for library collections to include such items as barcodes, property stamps, security tags and spine labels, as necessary must be performed by the Contractor. Shelving of physical library materials in accordance with Library of Congress Classification numbers, or in accordance with a local numbering system must be performed by the Contractor. In order to ensure the libraries' collection is in order and easily retrievable by library users, the Contractor must check and fix the order of the library collection for filing accuracy and maintain the collection within the specified time frames in the Task Orders.

4.5.4.3 NASA Library Network (NLN) Support

The NASA Library Network (NLN) is an initiative to facilitate, promote and provide information access, dissemination and preservation across the NASA libraries. The NLN serves as a community of practice as well as a professional development organization for NASA Library Staff members. The Contractor shall participate with the Government staff in responding to NLN requests for information.

- a. The Contractor shall participate in NLN meetings and teleconferences.
- b. The Contractor shall participate with the Government in any NASA requests for Information as directed by the COR.
- c. The Contractor shall complete special assignments related to NLN as defined by the COR. Work schedules and resources will be negotiated so as to meet the requirements of any special assignments while fulfilling the requirements specified in the Task Orders.

4.5.5 Library Contractor Administration and Reporting

The Contractor is required to prepare timely submitted reports. These will include, at minimum, a weekly report, monthly report, metrics report, and procedures manuals. Frequency and date of submission will be included in the Task Order. An example of content of the weekly report is outlined below. Requirements of all reports and manuals will be included in Task Order(s).

Weekly Reports: The Contractor shall provide weekly status reports to the COR. Weekly status reports should be sufficiently detailed for understanding by staff and management, some highlights of the reports should include:

- Highlights, major milestones/events, and problems affecting customer service
- Progress made in each of the functional areas
- Accomplishments contributing to the total goal for that area
- Goals and approaches for the next period
- Metrics reports

4.5.6 Assessment for Future of Library Services/Transition

The NASA Libraries are currently in a transition/modernization phase. The focus of the modernization is the centralization of library services across NASA. Preliminary steps towards

the transition may include a complete evaluation of the physical and electronic collections and holdings of the NASA Libraries at each of the Centers.

The Contractor support may include, but is not limited to:

- a) Development of a Collection Development Plan that will facilitate the assessment of the collection.
- b) Completing the assessment of each item in each library according to the review criteria established by the Government, and
- c) Weeding, retention and disposal tasks related to the physical and electronic collections.

4.5.7 Special Projects and Tasks

Additional library support services which are not specified above may be performed under the IDIQ provision of this contract.

4.6 Freedom of Information Act (FOIA) Responses

The Contractor shall research and write clear and consistent responses to FOIA requests for NASA information under U.S. law in accordance with FOIA (5 USC § 552), and NASA FOIA regulations (14 CFR Part 1206). (NOTE: This does not pertain to public inquiry responses, which are detailed in 4.2.1.5).

The Contractor shall maintain knowledge and understanding of:

- a. The FOIA (5 USC § 552) and NASA FOIA regulations (14 CFR Part 1206).
- b. Department of Justice FOIA Guide and keep abreast of FOIA court opinions.

The Contractor shall closely coordinate with applicable NASA SMEs concerning the processing of records.

4.6.1 Following a FOIA notification from the Government, the Contractor shall support:

- a. Review the FOIA request and acknowledge the request and also respond to any fee waiver and/or expedited processing requested in the FOIA request.
- b. Send a search request to the responsible program office that has the records.
- c. Review the responsive records and apply redactions under the law and apply the relevant FOIA exemptions as necessary. (For all technical reports, as applicable, further coordinate inquiry responses with appropriate SMEs);
- d. As applicable, write, proof, and/or edit the response letter;
- e. Upon completion, submit the response to the Office of General Counsel for concurrence.

All FOIA requests and responses shall be archived and maintained by the Contractor in a Government-provided database for the retention period specified in NASA's Records Retention directive (NRRS 1441.1).

5.0 INDEFINITE-DELIVERY INDEFINITE-QUANTITY (IDIQ)

The Contractor shall provide all management, labor, supervision, material, and equipment to successfully manage all contract IDIQ activities with the exception of items provided as Government-furnished property and services, if applicable. The NCS IDIQ scope is limited to products and services that are not identified as Core Service in PWS Section 4.0; and the following activities:

- a. supplemental communication products and services;
- b. materials, Equipment, and Supplies Purchases in support of this PWS; and
- c. travel and/or training in support of this PWS, as directed by the Government.

IDIQ efforts performed by the Contractor shall be controlled by means of Task Orders (TOs) issued under this contract in accordance with contract clause B.5 FAR 52.216-18, *Ordering*, and B.8.2 NFS 1852.216-80, *Task Ordering Procedure (Alternate II)*. Additionally, each TO proposed by the Contractor shall be in accordance with IDIQ rates established in Section D, Attachment D-17, *Indefinite-Delivery Indefinite-Quantity (IDIQ) Rates Schedule*. A summary of all TOs issued under this contract will be incorporated in Section D, Attachment D-18, *Indefinite-Delivery Indefinite-Quantity (IDIQ) Task Order (TO) Summary*. IDIQ Task Orders shall be initiated, reviewed, and approved in accordance with PWS Section 3.1.19, iSite Contract Management Portal.

5.1 Supplemental Communication Products and Services

Following the issuance of TO(s) in accordance with PWS Section 5.0, the Contractor shall perform supplemental communications products and/or services that are aside from or above the Core Services identified in PWS Section 4.0. Such support may include, but is not limited to:

- a. Contractor providing SME support to program management including training;
- b. strategic program and project planning and alternatives analysis;
- c. program cost and schedule projections;
- d. project reviews; and

- e. special studies as requested by the Government;
- f. Knowledge Management;
- g. Spaceflight Awareness Program (SFA) Management;
- h. Scientific and Technical Information (STI) including SMEs for technical writing as directed;
- i. conducting original research and analysis;
- j. producing a wide variety of papers and publications and;
- k. STI stakeholder/industry meetings, technical conferences and engagement done for research.

Supplemental communications services may include estimation of the banding levels specific to the scope of each TO in accordance with Section J, Attachment J-5.1, iSite Contract Management Portal.

5.2 Materials, Equipment, and Supplies Purchases

- a. Following the issuance of TO(s) in accordance with Section 5.0 above, the Contractor shall purchase the necessary materials, equipment, and/or supplies required for the performance of TOs. As required the Contractor shall vet proposed material, equipment, and/or supply purchases with the COR and CO and receive COR and CO approval prior to commencing the purchase of any materials, equipment, and/or supplies.
- b. The Contractor shall ensure all purchases are made in accordance with requirements and are compliant with NASA regulations, policies, directives, procedures, and standards in accordance with Section D, Attachment D-5, *Applicable Regulations, Procedures, and Documents*. Materials, equipment, and/or supplies purchase(s) shall be invoiced on separate line item(s) for all T&M TO invoices in accordance with approved IDIQ work orders. Materials and/or equipment that may become contractor acquired property must follow clause C.22 NFS 1852.246-72, Material Inspection and Receiving Report.

5.3 Travel and Training

- a. Following the issuance of TO(s) in accordance with Section 5.0 above, the Contractor may be required to travel and/or receive training if directed by NCS in support of various PWS activities. In accordance with PWS Section 3.1.19, iSite Contract Management Portal, the Contractor shall vet with and receive approval from the COR and CO for any proposed IDIQ travel and/or training prior to commencing any such travel and/or training. Foreign travel requests, authorization, and reporting shall be in accordance with

NFS 1852.242-71, *Travel Outside of the United States*;

- b. All travel activities and/or training efforts shall be in accordance with applicable NASA and Center/Mission Directorate regulations, policies, directives, procedures, and standards set forth in Section D, Attachment D-5, *Applicable Regulations, Procedures, and Documents*, and the Federal Travel Regulations (FTRs);
- c. Any travel expenses that exceed FTRs will not be paid by the Government, notwithstanding travel expenses that are in accordance with exceptions to FTRs that are additionally approved via an IDIQ work order;
- d. Contractor labor associated with travel and/or training is a portion of either Core Service or an IDIQ TO's established FFP, and therefore is not a reimbursable expense for travel and/or training;
- e. Contractor training required by the Government in support of the PWS shall be limited to obtaining specific knowledge, skills and/or abilities not identified as pre-required by the Contractor in accordance with contract clause C.30, *Mandatory and Required Training*, and Section D, Attachment D-6, *Labor Category Descriptions*;
- f. The Contractor shall obtain an approved IDIQ work order from the CO at least three business days prior to travel and/or training efforts occurring;
- g. Travel and/or training shall be invoiced on separate line item(s) for all TO invoices in accordance with approved IDIQ work orders; and
- h. Travel and/or training efforts shall include complete backup documentation to support their agreed-to travel and/or training amounts in all TO invoices for which they are submitted for payment.