

STATEMENT OF WORK

International Standards Organization ISO-9001 Compliance GAP Analysis for Selected Management Operations Directorate Units Revised April 10, 2015

PR: 200543093

1.0 Background

1. This Statement of Work is for services to be performed for the National Aeronautics and Space Administration, Goddard Space Flight Center (NASA-GSFC), which has two field centers located at 8800 Greenbelt Road, Greenbelt Maryland (Greenbelt) and Wallops Island, Virginia (Wallops Flight Facility.) The proposed services will assist the Code 200 Management Operations Directorate (MOD) meet ISO 9001 compliance.
2. The Code 200 Management Operations Directorate (MOD) is dedicated to fully meet the International Standards Organization (ISO) 9001 certification requirements during the prospective September 2017 external audit. While many Divisions under MOD (as well as other Directorates within GSFC are already compliant, others have not entirely met current applicable standards. This procurement proposes to contract with an ISO 9001 expert to perform a gap analysis to evaluate areas of non-compliance within the Facilities Management Division (FMD), Code 220. The findings and recommendations of the gap analysis (study) will be used to assist the development of an internal effort to achieve full certification in 2017.
3. The study units of analysis within FMD requiring evaluation are Branches 221 (Planning), 224 (Engineering), 227 (Operations and Maintenance) and 228 (Wallops Flight Facility). Code 228 at the Wallops Flight Facility encompasses many of the same functions in one branch that are spread across Codes 221, 224 and 227 at the Greenbelt site.

4. Goddard Space Flight Center has eight (8) Lines of Business which if generalized to a single line of business would be Earth and Space Sciences Research and

Development. FMD supports all GSFC lines of business. The lines of business are:

- Astrophysics - Astrophysics focuses on missions and technologies aimed at answering: How do galaxies, stars, and planetary systems form and evolve? What is the diversity of worlds beyond our own solar system? Which planets might harbor life? What happens to space, time, and matter at the edge of a black hole?
- Communications and Navigation - This target business area includes systems and technologies needed for responsive communications and navigation. Investments primarily are intended to support NASA's Exploration, Space Operations and Science missions in near-Earth and deep space environments.
- Cross Cutting Technology and Capabilities - This business area addresses capabilities applicable to more than one strategic line of business, everything from nano-materials, electronics and detectors, to system architectures.
- Earth Science - Developing technologies needed to observe and understand changes in Earth's climate system is the focus of this GSFC line of business. Technologies include state-of-art remote sensor and aircraft-based and surface-based observational platforms
- Heliophysics - Solar structure and magnetic activity, solar wind, solar disturbances, and the effects on Earth's upper atmosphere are some of the research areas that fall under the Heliophysics line of business. Wavelength coverage spans gamma rays to microwaves and includes particles and fields.
- Human Exploration and Operations - Supporting infusion of science and enabling capabilities and technologies necessary for human exploration are the focus of this line of business.
- Planetary & Lunar Science - This line of business supports new scientific measurements to explore the solar system. Primary research areas include instruments for landers and orbiting spacecraft.
- Suborbital Platforms and Range Services - Suborbital Platforms and Range Services focus on technologies that allow carriers to fly at new locations, altitude

regimes, and for extended durations. The line of business also focuses on reducing the weight of instruments flying on NASA's Unmanned Aircraft System (UAS) platforms.

5. Within FMD, in-depth knowledge of procedures and processes remains under-documented and is largely passed-on and promulgated verbally. The extent that this practice is evident needs to be fully understood and corrected to align with ISO standards.
6. NASA-GSFC, Greenbelt and Wallops field centers completed an internal ISO audit in September 2014. The Facilities Management Division was not included in this audit by choice since it is known to have compliance gaps. The purpose of this study is to better understand the gaps and prepare to correct them before the upcoming 2017 audit.
7. Where MOD currently complies with ISO 9001 standards, it is documented by a well-developed electronic Directives Management System database that codifies policies' and procedures' adherence to ISO quality management principles. The Deputy Director of MOD is the principal enforcer of ISO 9001 compliance for the Directorate. The Deputy Director resides at the Greenbelt location.
8. The Facilities Management Division branch units being analyzed for ISO 9001 compliance have the following attributes:

Code # - Function	Core Processes	# FTE Civil Servant Staff	# Support Service Contractor Staff	Row
Code 220 - Division Management	Administrative Oversight Budget Backfill and Outfitting Safety and Environment	5	309	314

Code 221 - Planning	Energy Management Cultural Resources Master Planning Real Property Management Directorate Planning Space Utilization	11	4	15
Code 224 - Engineering	Civil, Structural, Architectural, Electrical and Mechanical Design A/E Management Interior Design	24	14	38
Code 227 - Construction, Operations and Maintenance	Electrical Distribution Utilities Mechanical Maintenance and Repair Central Power Plant Climate Control Construction Management Grounds, Custodial and Landscaping Management	28	82	110
Code 228 – Wallops Flight Facility Facilities Management	Budget Management Construction of Facilities A/E Management Operations and Maintenance	18	6	24
Staff Totals		86	415 (See detail below)	501

9. Support Service Contractor Stats within Facilities Management Division

- Total number of employees- 415
- Number of Individual support service contractors – 29

10. Service categories and number of employees for largest contractors

- 132 - FOMS –Facilities Operations and Maintenance Services
- 100 - FaCETS- Facilities Construction Estimating and Technical Services
- 100 - Custodial, Grounds, and Landscaping Service
- 169 - All Others (Additional specifics available after award)

11. Shifts of Operation

Monday through Friday. The Facilities Management Division operates 3 shifts of hours 7A.M. to 3P.M.; 3P.M. to 11P.M. and 11P.M. to 7A.M. Only 2 Civil Servants work a shift other than Shift 1. Twenty three (23) contractors are assigned to a shift other than Shift 1. Some shift work accommodates 24/7 operations needed for critical operations such the boiler plant and emergency console coverage.

See Appendix for Organization Charts

2.0 Scope

1. The contractor for this procurement shall:
 - a. Review the Facilities Management Division branches, Codes 221, 224, 227 and 228 to validate that the services provided by those branches support the GSFC principal line of business and meet ISO 9001 compliance.
 - b. For each FMD branch (Codes 221, 224, 227 and 228), perform a gap analysis consisting at a minimum the following tasks:
 - Evaluate each branch's current compliance; document compliances.
 - Evaluate each branch's compliance deficiencies.
 - c. The analysis shall cover all relevant changes to the ISO 9001 standards (ISO 9001:2105) as may be in effect at the time the contract is executed.
 - d. The analysis does not include ISO Standard 14001:2004, as it is satisfied by another division (Code 250) within GSFC.
 - e. No Exclusions shall be taken to ISO 9001, Section 7.
 - f. The new ISO 9001:2015 standard should not impact the gathering of data or evaluation of how the units of analysis currently comply with the new standard; therefore, it is not seen as affecting the current deliverables. However, specific training or orientation to the new standard that is not explained during this

analysis should be handled as a recommendation for follow-on compliance actions.

2. The analysis shall not address NPD 8730.5B, which is not applicable to institutional infrastructure projects conducted by the Facilities Management Division, because FMD falls under NPR 7120.7. However, other GSFC organizational units do follow NPD 8730.5B and NPD 1280.1A as relevant.
3. There is no incumbent performing the services to be provided under this solicitation.

3.0 Requirements

1. The contractor shall conduct an initial scope validation meeting at the GSFC Greenbelt site to include all contractor team members and GSFC team members who will participate in the effort.
2. The contractor shall develop a general understanding of the GSFC management objectives based on the initial scope validation meeting.
3. The contractor shall determine after the initial scope validation meeting, what existing information it will need to review during the field visits. This shall be communicated by email to the GSFC Point of Contact noted within this SOW not less than two weeks before the scheduled start of field visits. If the contractor intends to use questionnaires, templates or other written devices to gather information for analysis, the Government shall have and the project schedule should include a minimum of 7 business days for such responses or a greater amount of time in accordance with the complexity of the request.
4. The contractor shall develop a project schedule including field visits, outlining the time period that each branch or branches will be visited. If particular staff representation is needed during the field visit, this shall be communicated at least one week in advance of the visit.
5. The contractor shall develop a comprehensive checklist of ISO 9001 quality management principles against which each unit of analysis shall be evaluated.

6. The contractor shall perform an audit in accordance with its schedule and use the checklist to document compliances and non-compliances for each unit of analysis. The same checklist will be used for each unit of analysis. If a compliance issue is not applicable, it shall be noted Not Applicable.
7. The contractor shall summarize all existing compliances.
8. The contractor shall summarize all existing non-compliances. A partial compliance shall be deemed Non-compliance. Partially compliant and non-compliant findings shall be fully explained.
9. The contractor shall state the recommended action(s) the unit of analysis needs to take in order to be compliant.
10. The contractor shall schedule meeting(s) at the conclusion of all field visits to convey preliminary impressions and general evaluative insights and findings.
11. The contractor shall develop a summary of recommendations which purpose is to help GSFC develop an implementation plan based on the required actions for compliance. Such recommendations shall discuss as appropriate needed manpower, tools, information, templates, training, and appropriate incremental steps. The summary shall also provide a rough order magnitude cost estimate and a timeframe the contractor believes it will take to achieve compliance.
12. The contractor shall schedule a close-out meeting(s) to discuss the summary of recommendations and implementation guidance as well as to provide advice on additional analysis that may be required for highly problematic areas.
13. Teleconferencing is a standard option for Goddard participants who cannot meet in-person. The same is acceptable for members of the vendor's team assuming it will not negatively impact the delivery of service.

4.0 Contractor Experience

1. The Contractor qualified to perform this analysis shall:
 - a. Be an experienced risk assessment and mitigation services professional;
 - b. Have ISO 9001 Certification;
 - A principal within the contractor organization performing the GAP analysis must have the American Society for Quality (ASQ) Certified

Quality Auditor credential and have ISO 9001 Lead Auditor Training or, comparable and must be engaged in the analysis and recommendations.

- c. Have minimum 7 years demonstrable experience interpreting ISO 9001 requirements and revisions and advising the development of procedures/processes relative to ISO 9001 compliance;
 - d. Have minimum 5 years demonstrable experience with federal government facilities;
 - e. Have minimum 5 years demonstrable experience with the facilities management service industry.
2. Proof of Contractor Experience
- a. Evidence of past performance to demonstrate contractor expertise in addition to mandatory proofs is at the discretion of the bidder as long as it clearly and unambiguously meets the stated criteria. A bidder may submit any verifiable documentation it believes will demonstrate compliance to the desired contractor experience requirements.
 - b. It is the bidder's responsibility to ensure that documentation fully addresses the evaluation criteria.
 - c. NASA references may be included.
 - d. A cover letter may be submitted to highlight or explain any experience.
 - e. Mandatory – Bidders shall provide company/agency name, a reference(s) and references' current contact information (phone/email/ mailing address) for all evidence of past performance.
 - f. Mandatory – Bidders shall provide copies of all ISO training certifications as applicable.
 - g. Mandatory – Bidders shall submit the resumes to key personnel who will participate in the effort. Bidders shall submit the resume of the most senior auditor who will review team findings and approve the recommendations in the final report.

5.0 Deliverables

1. The Contractor shall provide a work schedule¹ having minimally the following milestones:
 - a. Start-up validation with senior management meeting date
 - b. Pre-field investigation divisional leadership meeting date
 - c. Start of field investigations at Greenbelt site date
 - d. Start of field investigations at Wallops Flight Facility site date
 - e. Interim review meeting date
 - f. Final report submission
 - g. Final Close-out meeting date
 - h. Note: Schedule shall allow at least 7 days for Government responses as required.
2. The Contractor shall deliver a final report (in accordance with its schedule) as defined under the Requirements section of this SOW, which shall include the following:
 - a. Understanding of the analysis
 - b. Summary of the methodology used
 - c. Findings with sections for each unit of analysis, i.e., branch level. Findings shall be in the form of a table. A recommended format with the minimum required evaluative elements is shown in Appendix II. The contractor is not restricted to these evaluative elements or from providing more in-depth written statements of findings.
 - d. Recommendations for implementing a corrective action plan. Corrective action recommendations and summary statements shall include the contractors' assessment of the timeframe and an estimate of the cost to correct each non-compliance finding.
 - e. Summary; include feedback such as: general state of compliance, unresolved evaluation obstacles, generally observed issues, insufficiency of data, recommendations for follow-on analysis, recommended training, forecast of meeting full compliance objectives, etc.

¹ The "work schedule" is synonymous to a Project Plan, which is to be presented at the time of Project Plans. The schedule may be refined following the scope validation meeting with senior management.

- f. The report shall be written in basic terms and language so that any reader at any organizational level can understand the non-compliance issue and its required fix.
3. The Contractor shall deliver 10 copies of the printed final report, using not smaller than 12 point type Times New Roman font, with transmittal by mail or carrier and one soft copy in MS Word that is not protected. The final report shall not be submitted in PDF.

Final payment is based on Government approval of the final report.

4. Deliver all reports and correspondence to:

Chelsea Liedstrand, Directorate Planner, Code 221
 NASA Goddard Space Flight Center
 8800 Greenbelt Road, 20771
 Bldg 18, Room 249
 Email: Chelsea.m.liedstrand@nasa.gov
 Phone: 301-286-8644

6.0 Schedule:

1. The following schedule parameters are anticipated for this effort.

Deliverable/Effort	When	Allowance for Gov't Response	Cumulative time following contract award
Contract Award			0
Analysis validation meeting with senior management; draft analysis schedule and team member/contact list	7 days after contract award	0	7 days
List of documents to support analysis	3 days after analysis validation meeting	5 days	15 days
Divisional leadership meeting	Per contractor schedule		55 days
Field investigations/preliminary analysis	Per contractor schedule		

Interim review meeting	Per contractor schedule		
Analysis of findings	Per contractor schedule		
Final report delivery	Per contractor schedule	7 days	
Close-out meeting	Per contractor schedule		

Days = Business Days Monday through Friday.

2. The following definitions apply to the schedule milestones:

- a. The Scope Validation Meeting is intended to be an opportunity for the successful bidder to discuss the study objective, expectations, general approach, recommended participants and desired outcome of the effort with Facilities Management Division senior management and the Directorates' Directives Manager. Facilities Management Division support service contractors' participation is not considered critical for this meeting. This initial meeting will be used to determine what other participants are critical to subsequent study activities. GSFC at its discretion may include Divisional leadership in this meeting.
- b. List of Documents to Support the Analysis refers to the initial list of records or documents that may be requested by the contractor from GSFC in order to prepare to perform the GAP analysis.
- c. The Divisional Leadership Meeting is intended as a working meeting for second tier leadership that is responsible for day-to-day implementation of process and procedure. An orientation of updates to the ISO standard may also be highlighted during this meeting.
- d. The Interim Review Meeting is intended for the contractor to provide informal feedback about the study efforts, initial findings or to address recommended adjustments to the study approach that may improve study success.
- e. The Final Report shall be delivered in advance of a Close-out meeting with an allowance of seven (7) days for GSFC review.
- f. The Close-out Meeting is intended for the contractor to summarize the findings and address recommendations about follow-on corrective actions, including the observed need for additional training. Questions and responses from review of the Final Report will also be addressed during this meeting. The close-out meeting shall be conducted at the Greenbelt site. The findings of the analysis shall determine the required participants. As there will likely be follow-on efforts needed to achieve compliance, senior contractor personnel may be included as determined and required.

7.0 Government-Furnished Equipment and Government-Furnished Information

1. In accordance with contractor requests for information, the GFSC will provide printed copies of information from the electronic Directives Management System database as needed. Drafts of procedures or directives that have not been added to the database may also be available. GSFC will to the best of its ability provide any and all information that is not classified as sensitive to the contractor performing this work.
2. The Contractor performing this analysis may request information as needed throughout the effort in order to execute a thorough evaluation and analysis. Because the time and effort required by the Government to respond to requests for information will not be known until such time as information is requested, contractors are expected to apply their expertise to anticipate and request information in an organized and consolidated fashion that recognizes the specified schedule of performance, which is 90 calendar days.
3. Space as needed to support the effort will be provided.

8.0 Place of Performance

NASA Goddard Space Flight Center
8800 Greenbelt Road
Greenbelt, Maryland 20771

Wallops Flight Facility
Wallops Island, Virginia 23337

Certain aspects of the work (especially the detailed analysis) should be performed at the Contractor's own office.

Data analysis shall be performed at the Contractor's facility.

9.0 Period of Performance

The period of performance for this work is 90 calendar days from the effective date of the contract.

1. Contractor Price Proposal

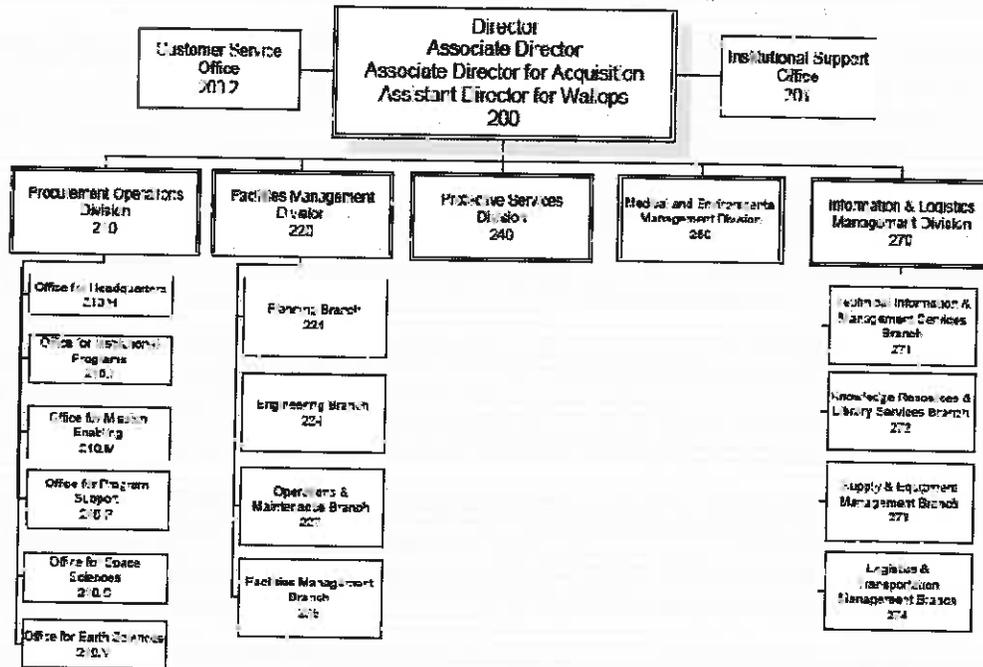
- a. This statement of work is developed with an approximation of the time and effort needed to collect data and analyze the findings for a duration of 55 Business Days, which assumes a certain number of visits to each site. A 90 Calendar Day Period of Performance is assumed including reviews required by GSFC. Field investigation is assumed to require visits to the sites unless other means of data collection are arranged. Most analysis is assumed to occur at the contractor's premises. However, the number of trips required to each facility is ultimately at the discretion of the bidder. At a minimum, bids should include all the face-to-face meetings noted in the Schedule section. The bid should include a fixed price that includes an allowance for all travel based on the bidder's planned approach. The costs to deliver all work associated with the effort shall be broken down by the following major components per site, (Greenbelt and Wallops Flight Facility):
- b. Bid Cost Breakdown - The costs to deliver all work associated with the effort shall be broken down by the following major components per site and shall include fully loaded labor rates for each proposed labor category, (Greenbelt and Wallops Flight Facility):
 - Start-up, Review and Close-out meetings
 - Field Investigation/Data Gathering
 - Evaluation and Analysis of Data
 - Final Report Development
 - Documents
 - Travel

2. Progress Payments

- a. The successful bidder shall submit progress payment invoices for 70% of the value of work after completing Field Investigations, Analysis of Findings and Final Report milestones. Final payment and retainage invoice shall be submitted after Close-out Meeting.



Goddard Space Flight Center - Code 200 - Management Operations



FMD Organization Chart currently under revision.
 PSD Organization Chart – available upon request only.

Appendix II - Recommended Table Headings for Findings Report

Unit of Analysis - < Name > (Code XXX)

ISO Numerical Reference	Statement of requirement or standard	Does UoA fully meet this requirement or standard? (Y/N)	If No, description of deficiency	Recommended corrective action(s)	Anticipated difficulty to correct the deficiency based on current resources (1-Low to 5 High)
-------------------------	--------------------------------------	---	----------------------------------	----------------------------------	---