



**FUNDING OPPORTUNITY ANNOUNCEMENT (FOA)
“Multi-INT RESEARCH INITIATIVES AT THE
NAVAL POSTGRADUATE SCHOOL”**

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Introduction

This publication constitutes a Funding Opportunity Announcement (FOA) as contemplated in the Department of Defense Grants and Agreements (DODGARS) Subpart 22.315(a). A formal Request for Proposals (RFP), solicitation, and/or additional information regarding this announcement will not be issued. Neither the Naval Postgraduate School (NPS) nor the Contracting Office of Naval Supply Systems Fleet Logistics Center San Diego (NAVSUP FLC San Diego) will issue paper copies of this announcement. Interested parties are responsible for checking www.grants.gov or <http://www.nps.edu/Research/WorkingWithNPS.html> for possible amendments to this FOA.

NPS reserves the right to select and fund for award all, some, or none of the proposals in response to this announcement. NPS provides no funding for direct reimbursement of proposal development costs. Technical and cost proposals (or any other material) submitted in response to this FOA will not be returned. It is the policy of NPS and NAVSUP FLC San Diego to treat all proposals as sensitive, competitive information and to disclose their contents only for the purposes of evaluation. Potential grantees are on notice, however, that Government may use contractor support personnel, with appropriate non-disclosure agreements on file, to assist in the review of technical submissions.

I. PROGRAM DESCRIPTION:

1. Requiring Agency: Naval Postgraduate School

2. Research Opportunity Title: Multi-INT Research Initiatives at the Naval Postgraduate School

3. Program Name: Not Applicable (N/A)

4. Research Opportunity Number: NPS-FOA-16-002

5. Response Date: This announcement will remain open until 4:00 p.m., Pacific Daylight Time (PDT) 30 June 2016 or until replaced by a successor FOA. Proposals may be submitted at any time during this period. This announcement replaces NPS-BAA-15-004.

6. Amendments: Amendments to this FOA will be posted to one or more of the following webpages:

- Grants.gov <http://www.grants.gov>
- NPS Funding Opportunity Announcements (FOAs) <http://www.nps.edu/research/workingwithnps.html>

7. Research Opportunity Description:

The Naval Postgraduate School Center for Multi-INT Studies (CMIS) has a bold vision to transform the field of intelligence and seeks to vastly improve the current state of the art in intelligence, surveillance and reconnaissance (ISR). To this end, CMIS supports innovative, independent research that has the potential to expand knowledge in related areas.

As real-time, accurate and actionable intelligence products are demanded by analysts, warfighters, and decision makers, linear, human-intensive processes are no longer sufficient. The capabilities of current and future adversaries, and the dynamism and complexity of the environments in which they operate, necessitate vast improvements in the timeliness and execution of intelligence-cycle processes.

Humans do not have the cognitive ability or the time to analyze the vast quantities of multi-source, multi-dimensional data that are now available. Revolutionary decision support, situational awareness, sensemaking, inferencing, reasoning, and visualization capabilities must be employed to expediently unlock the information contained in these myriad streams of data.

CMIS envisions a future where cognitive technologies can anticipate strategic and tactical information needs, perceptively orchestrate distributed sensors across every domain (cyber, human, terrestrial, air, sea, space, etc.), and deliver timely and accurate recommendations to kinetic and/or non-kinetic agents (human and/or machine) to employ required actions.

This future of intelligence collection and analysis is realized as a highly automated loop with five functions:

- 1) information about a target is automatically synthesized from large stores of Multi-INT data,
- 2) a model of target behaviors uses this information as evidentiary support of hypothesized activities,
- 3) information value calculations determine what next information to obtain, and
- 4) efficient algorithms orchestrate the employment of a diverse set of sensors to collect information that produces increased information and intelligence value,
- 5) analysts and decision-makers are informed by the automated loop and the automated loop receives information and guidance from the analysts and decision-makers.

The following technology areas are of interest:

- Automated derivation of target information from multiple, diverse sources
- Representing hypothesized targets behaviors in a dynamic model
- Efficient methods to transform Multi-INT information into evidentiary support of target behaviors
- Methods to calculate the inferential value of new information
- Scalable algorithms for orchestrating the employment of a diverse set of sensors
- Human interactions with the automated collection and processing loop
- Automated discovery of inter-domain entity relationships
- New approaches for establishing/addressing the scientific underpinnings of Multi-INT
- Maritime Domain Awareness/Anomaly Detection

7.1 Automated derivation of target information from multiple, diverse sources: Develop methods to automatically derive useful information about a target from diverse sources for the purpose of informing target detection, identification, status, or the behavior the target is pursuing. The target can be a single entity or a group of entities associated in some purposeful manner. The source data will have gaps, errors, and may be intermittent. The automated methods must provide uncertainty or confidence estimates of the derived information.

7.2 Representing hypothesized targets behaviors in a dynamic model: Develop methods to understand, model, and represent ones level of knowledge and belief about the behavior of a dynamic target. This includes the development and application of mathematical methods (e.g. complexity, nonlinear modeling, search theory, sampling theory, etc.) to specific categories of under-sampled, partially-observed and deceptive target systems or situations. Models may represent situations or target systems that are characterized by limited observability and are prone to exhibit unanticipated behaviors.

An important objective is to develop models of targets for which there is little observed history. Of interest are advanced technologies that enable sophisticated reasoning, learning and adaptation, inspired by the principles of human cognition. These technologies involve processes that assimilate large volumes of data to learn, reason, model and predict complex situations. The processes must perceive situations,

develop hypotheses that explain the situation, and propose alternative approaches to resolve uncertainty about the situation. These machine processes collaborate as peers-to-peers with analysts and decision-makers.

7.3 Efficient methods to transform multi-INT information into evidentiary support of target behaviors: This topic focuses on quantifying how information changes the level of belief across alternative target behaviors. It seeks efficient methods for quantifying how much a given set of multi-INT information would alter the degree in belief in the situation at hand. Current methods require humans to estimate how additional information can change likelihood estimates. A fast and scalable method is needed.

7.4 Methods to calculate the inferential value of new information: Information valuation comprises methods that assign values to the knowledge contribution (e.g., probabilities of belief across a set of hypotheses) of potential information acquisition activities. These valuation methods must reflect the time-value of the collection and other factors that help judge the value of additional information for multiple target priorities, target uncertainties, and time-horizons.

7.5 Scalable algorithms for orchestrating the employment of a diverse set of sensors: The determination of feasible, high-value collection plans comprising large numbers of independent sensors is computationally intensive yet must be accomplished in near-real time. Of interest are methods to optimize the information value gained across a set of feasible collection plans, and both software and hardware technologies to achieve near-real time performance. These algorithms should also consider a variety of constraints such as the availability of individual sensors, collection opportunities, and the history of any given source. The methods should also define and incorporate variable intelligence value and risk across a broad set of targets.

7.6 Human interactions with the automated collection and processing loop: Develop and apply methods that increase human-machine symbiosis, where humans and machines conduct collaborative analysis and problem-solving, and place the humans outside the fast, automated loop to the greatest extent reasonable. This includes methods to facilitate human-machine collaborative reasoning about complex dynamic situations. Physiological research in human-machine symbiosis in reasoning, learning and creation (e.g. hypothesis generation) and visualization of abstract objects is also included in this area of research.

7.7 Automated discovery of inter-domain entity relationships: Investigate methods for machine learning of dynamic relationships among entities from different problem domains, e.g. sea, land, air, space, cyber. Of particular interest are relationships between maritime and space entities, though the relationships need not be pairwise. Employ data from multiple sources and sensor phenomenologies. Current efforts tend to focus on intra-domain relationships among entities to the exclusion of inter-domain relationships. Successful methods could be employed to support threat assessment and threat prediction applications.

7.8 New approaches for establishing/addressing the scientific underpinnings of Multi-INT: Develop and apply new methodologies that increase the ability to design intelligence architectures around solving complex multi-dimensional problems rather than around the underlying phenomenologies associated with a particular data source or type. The emphasis is on quantifying multi-INT approaches and on problem sets useful for furthering the scientific foundation of the discipline of Multi-INT. Some topics of interest include:

- Methods to combine evidentiary information and behavior models
- Real-time optimization over large dimensional spaces that have complex temporal aspects
- The operation of fast, automated loops by humans outside the loop
- Decomposition of intelligence problems into computational models
- The stability and continuity of results produced by the future envisioned automated collection system

7.9 Maritime Domain Awareness/Anomaly Detection: A particular area of interest is the application of the aforementioned research areas to the maritime domain. CMIS seeks novel, advanced, approaches, technologies, algorithms, etc. that adapt large sets of Multi-INT data to realize a complete and continuous understanding of the maritime domain and to predict behavior and intent of entities contained within. This includes anything that could impact the security, safety, economy, or environment of the United States and identify threats as early and as distant from our shores as possible.

Novel extensions of current research and/or of the above described focus areas will be considered. Proposed approaches that identify new areas of exploration are also highly encouraged.

Additional information on the Naval Postgraduate School's graduate education and research mission is available at:

General Information: <http://www.nps.edu/About/index.html>

NPS Strategic Plan: <http://www.nps.edu/About/NPSStratPlan.html>

Academic Programs: <http://www.nps.edu/Academics/index.html>

Research Programs: <http://www.nps.edu/Research/index.html>

8. Points of Contact:

Questions regarding this announcement must be provided to the points of contact listed below. All questions shall be submitted in writing by email.

Questions of a **technical** nature should be submitted to:

Dr. Jim Scrofani
Associate Professor Electrical and Computer Engineering
Director, Center for Multi-INT Studies
Naval Postgraduate School
Email: jwscrofa@nps.edu

Please note: Technical questions seeking to clarify information presented in the Research Opportunity Description will be fielded. However, the government cannot provide advice concerning the proposed technical direction of the offer's work and/or any information that could provide the proposer with an unfair advantage in the completion process.

Questions of a **general** nature should be directed to:

Ms. Teri Jay
Grant Management Specialist
Research and Sponsored Programs Office

Office of the Dean of Research
Naval Postgraduate School
Email: baa@nps.edu

Questions of a **business** nature shall be directed to:

Ms. Janet Norton
Contract and Grant Officer
NAVSUP Fleet Logistics Center San Diego
Email: janet.norton@navy.mil

or

Ms. Teri Jay
Grant Management Specialist
Research and Sponsored Programs Office
Office of the Dean of Research
Naval Postgraduate School
Email: baa@nps.edu

Questions or assistance needed regarding **Grants.gov's** registration process, system requirements or submittal process shall be directed to:

Grants.gov
Phone: 1-800-518-4726
Email: support@grants.gov

**** Important Notice Regarding Questions of a Business Nature****

All questions shall be submitted in writing by electronic mail. Questions submitted via a telephone call, fax message, or other means will not be provided a response.

9. Instrument Type(s):

Awards under this FOA may take the form of grants or cooperative agreements as appropriate. Contracts will not be awarded as a result of this FOA.

Offerors should familiarize themselves with these instrument types and the applicable regulations before submitting a proposal. Following is a brief description of the possible award instruments:

Grant – A legal instrument, consistent with 31 U.S.C. 6304, is used to enter into a relationship where:

- (1) The principal purpose is to transfer something of value (i.e., financial support) to the award recipient to carry out a public purpose of support or stimulation authorized by a law of the United States, rather than to acquire property or services for the Government's direct benefit or use.
- (2) Substantial involvement is not appropriate between the Government and the recipient when carrying out the activities contemplated by the grant.

(3) No fee or profit is allowed.

Grants are distinguished from contracts in that grants provide financial assistance to recipients to conduct fairly autonomous programs of research. With grants, the award recipients bear prime responsibility for the design, management, direction, and conduct of research and exercise judgment and original thought toward attaining the scientific goals within broad parameters of the research areas proposed and the resources provided. Although grants supported by the Department of Defense (DOD) must be of general interest to and must in some way have the potential to further DOD mission(s), they must only tangentially relate to those missions. For direct support or to meet specific DOD and NPS goals and objectives, or to improve specific defense processes, procedures, systems or policies, a contract would be the appropriate instrument.

Grant proposals must clearly define the public benefit that is anticipated to result from broad dissemination of the research results to scientific and professional communities, the private sector, civil society, non-Federal Government, and/or foreign governments. *Proposals should **not** focus on potential benefits to the DOD, although these should be mentioned briefly in the Full Proposal's Statement of Work.*

Cooperative Agreement – A legal instrument, consistent with 31 U.S.C. 6305, is used to enter into the same kind of relationship as a grant (see definition “grant”) except that substantial involvement is expected between the Government and the recipient when carrying out the activity contemplated by the cooperative agreement. The term does not include “cooperative research and development agreements” as defined in 15 U.S.C. 3710a. No fee or profit is allowed.

Contract – A legal instrument, consistent with 31 U.S.C. 6303, reflects a relationship between the Federal Government and a State, a local government, or other recipient when the principal purpose is to acquire property or services from the contractor for the direct benefit or use of the Federal Government. Contracts will not be awarded under this FOA.

NOTE: Grants and Cooperative Agreements DO NOT ordinarily include the delivery of software, prototypes, and hardware deliverables; instead, their primary deliverable is a report of research findings, if the Government funds the research effort it may nevertheless acquire rights in such data and/or software.

NOTE: Grants and cooperative agreements must be in compliance with the Department of Defense Grant and Agreement Regulations and 2 §CFR 200 – Uniform Guidance.

10. Catalog of Federal Domestic Assistance (CFDA) Numbers: 12.300.

11. Catalog of Federal Domestic Assistance (CFDA) Titles: Department of Defense (DOD) Basic and Applied Scientific Research.

12. Other Information:

Work funded under a FOA may include basic research, applied research and some advanced research. With regard to any restrictions on the conduct or outcome of work funded under this FOA, NPS will follow the guidance on and definition of “contracted fundamental research” as provided in the Under Secretary of Defense (Acquisition, Technology and Logistics) Memorandum of 24 May 2010.

As defined therein the definition of “contracted fundamental research,” in a DOD contractual

context, includes [research performed under] grants and contracts that are (a) funded by Research, Development, Test and Evaluation Budget Activity 1 (Basic Research), whether performed by universities or industry or (b) funded by Budget Activity 2 (Applied Research) and performed on campus at a university. The research shall not be considered fundamental in those rare and exceptional circumstances where the applied research effort presents a high likelihood of disclosing performance characteristics of military systems or manufacturing technologies that are unique and critical to defense, and where agreement on restrictions have been recorded in the contract or grant.

Pursuant to DOD policy, research performed under grants and contracts that is a) funded by Budget Activity 6.2 (Applied Research) and NOT performed on-campus at a university or b) funded by Budget Activity 6.3 (Advanced Research) does not meet the definition of “contracted fundamental research.”

In conformance with the USD (AT&L) guidance and National Security Decision Direction 189, NPS will place no restriction on the conduct or reporting of unclassified “contracted fundamental research,” except as otherwise required by statute, regulation or Executive Order. For certain research projects, it may be possible that although the research performed by the prime contractor (grantee) is restricted research, a subcontractor may be conducting “contracted fundamental research.” In those cases, it is the ***prime grantee’s responsibility*** in the proposal to identify and describe the subcontracted unclassified research and include a statement confirming that the work has been scoped, negotiated, and determined to be fundamental research according to the prime contractor (grantee) and research performer.

Normally, fundamental research is awarded under grants with universities and under contracts with industry. Non-fundamental research is normally awarded under contracts and may require restrictions during the conduct of the research and pre-publication review of such research results due to subject matter sensitivity. Potential Offerors should consult with the NPS CMIS Technical POCs to determine whether the proposed effort would constitute basic research, applied research or advanced research.

Grants and other assistance agreements made under FOAs are for scientific study and experimentation directed towards advancing the state of the art and increasing knowledge or understanding.

Organizational Conflict of Interest – All prospective grantees for this FOA are on actual notice that the Department of Defense and the Department of the Navy (collectively referred to as “Grantor”) rely on third-party contractor support. Consultant contractor employees, with appropriate non-disclosure agreements and organizational conflicts of interest clauses in their respective contracts with the Grantor, may be reviewing grant proposals for administrative purposes and may be involved in Grant administration for the life of any awarded grant. If you have any questions or concerns, please contact a Business POC identified in [Section I.8](#) above before submitting your proposal.

THE PRIMARY PURPOSE OF THIS ANNOUNCEMENT IS TO STIMULATE AND SUPPORT RESEARCH GRANTS AND COOPERATIVE AGREEMENTS. IT IS NOT FOR THE ACQUISITION OF TECHNICAL, ENGINEERING, AND OTHER TYPES OF SUPPORT SERVICES.

II. AWARD INFORMATION:

1. Amount and Period of Performance:

Anticipated Number of Awards: The Government anticipates making approximately 5-10 grant awards that represent the best value to the Government in accordance with the Research Opportunity and Topic Area Descriptions found herein.

Anticipated Range of Individual Award Amounts: The estimated amount of funding is expected to be between \$50,000 and \$150,000 for a base period of twelve (12) months.

Anticipated Period of Performance: The performance period of the base period of the grant award may be up to 12 months.

Optional phases: Inclusion of optional phases are allowed but not required. Proposals may include up to two (2) follow-on optional phases of no more than 12 months each. Each optional phase must be between \$50,000 and \$150,000 in size. Funding of option phases are at the discretion of the Government. Award of grants under this FOA does not constitute a commitment to fund option phases. The base year work proposed under this FOA must result in a stand-alone research work product in the form of a technical report that is not dependent on receiving approval for follow-on optional phases. Should optional phases be proposed, the proposal must describe the additional work expected to be accomplished in each phase.

2. Type of Awards:

The Government anticipates the award of grants and cooperative agreements under this FOA. No contracts will be awarded under this FOA.

III. ELIGIBILITY INFORMATION:

1. All responsible sources from U.S. academia, U.S. research institutions, U.S. laboratories outside the Federal Government, U.S. industry, and accredited foreign universities may submit proposals under this FOA.

Federally Funded Research & Development Centers (FFRDCs), including Department of Energy National Laboratories, are not eligible to receive awards under this FOA. U.S. Government schools of higher education, Navy laboratories and warfare centers as well as other Department of Defense and civilian agency laboratories are also not eligible to receive awards under this FOA and should not directly submit proposals in response to this FOA. If any such organization is interested in research described herein, the organization should contact baa@nps.edu.

University Affiliated Research Centers (UARC) are eligible to submit proposals under this FOA unless precluded from doing so by their Department of Defense UARC contract.

Some topic areas may cover export-controlled technologies. Research in these areas is limited to "U.S. persons" as defined in the International Traffic in Arms Regulations (ITAR) -22 CFR §120.1 et seq. Please see Application and Submission instructions below on protecting such information from public distribution.

Submission Limits: There is no limit to the number of proposals an institution can submit to this FOA.

2. Cost sharing or matching is not required.
3. Individuals are not eligible to apply.
4. U.S Academic Institutions

According to Executive Order 12333, as amended, paragraph 2.7, "Agencies within the Intelligence Community are authorized to enter into contracts or arrangements for the provision of goods or services with private companies or institutions in the United States and need not reveal the sponsorship of such contracts or arrangements for authorized intelligence purposes. Contracts or arrangements with academic institutions may be undertaken only with the consent of appropriate officials of the institution."

It is highly recommended that offerors submit with their proposal a completed and signed Academic Institution Acknowledgement Letter for each U.S. academic organization that is a part of their team, whether the academic organization is serving in the role of prime awardee, subawardee, contractor, or consultant at any tier of their team. A template of the Academic Institution Acknowledgement Letter is enclosed in this FOA at [Appendix A](#). It should be noted that an appropriate senior official from the institution, typically the President, Chancellor, Provost, or other appropriately designated official must sign the completed form. Although not required for the proposal, this letter must be received before FLC San Diego can enter into any negotiations with any offeror when a U.S. academic organization is part of its team.

IV. **APPLICATION AND SUBMISSION INFORMATION:**

1. **Address to Request Announcement Package:**

This announcement may be accessed from the internet at the Grants.gov website (<http://www.grants.gov> or <http://www.nps.edu/Research/WorkingWithNPS.html>). If internet access is not available, contact the Business POC listed in Section [I. Program Description, 8. Points of Contact](#).

Offerors are to submit Full Proposals only. White papers will not be accepted. Full Proposals shall follow the format described under the proposal preparation sections below.

All proposals should describe how the research will advance knowledge in the field of study, enhance understanding, and have the potential to provide a direct benefit to the public.

A **grant** can only be awarded if the principal purpose of the research effort is to support or stimulate a public purpose and the research is independently conducted.

A **cooperative agreement** can only be awarded if the principal purpose of the research effort is to support or stimulate a public purpose and there is substantial, collaborative involvement with the Government.

Titles given to proposals should be descriptive of the work they cover and not be merely a copy of the title of this solicitation.

Proposals submitted under this FOA are expected to be unclassified. The research proposed is also expected to be unclassified.

All proposal submissions will be protected from unauthorized disclosure in accordance with FAR 15.207, applicable law, and DOD/DON regulations. Support contractors may have access to technical submissions for validation and technical review only. DOD and DON will ensure that any such support contractor will have adequate organizational conflict of interest clauses in its respective support contracts and will obtain copies of any relevant non-disclosure agreements by and between the contractor and its employees.

2. Grants.gov Full Proposal Submission: Format and Content of Applications

Full Proposals must be submitted electronically at <http://www.grants.gov> using the application template package associated with this FOA. Detailed format and content instructions follow. Assume that performance will start no earlier than six (6) months after you are notified your Full Proposal has been recommended for award.

A. Full Proposal Format – Technical and Cost Proposals

- Paper Size – 8.5 x 11 inch paper
- Margins – 1 inch
- Spacing – single or double-spaced
- Font – Times New Roman, 12 point
- Number of Pages:
 - The technical proposal is limited to no more than 25 pages, including cover page, table of contents, project abstract, statement of work, and indexes, foldouts, photographs, and appendices; the appendices include at least two short documents, a work plan and a quad chart.
 - The cost proposal is limited to no more than 10 pages, excluding supporting documentation attached separately as a PDF on the Grants.gov application website.
 - Bios, CVs, and resumes are attached together as one Adobe PDF document and uploaded to Grants.gov. They do not count toward the total page count of the technical proposal. Each bio, CV or resume should be no more than three (3) pages in length.

B. Full Proposal Content – Technical Proposal

- **Cover Page:** This should include the words “TECHNICAL PROPOSAL” at the top and the following:
 - FOA number NPS- FOA-16-002
 - Descriptive title of the proposed research
 - Identity of prime Offeror institution
 - Complete list of subcontractors or subgrantees, if applicable and known at time of application
 - Technical contact (name, title, address, phone, fax, email address)
 - Administrative/business contact (name, address, title, phone/fax, email address)
 - Proposed duration of effort in the format: “# months from time of award.”
Differentiate basic effort and any proposed option periods.

- **Table of Contents**: A listing of the section numbers and corresponding heading titles within the proposal, including corresponding page numbers.

- **Project Abstract** - The project abstract must be appropriate for public release and must describe in terms the public may understand the project or program supported. The project abstract should be a single page that identifies the research problem, technical approaches, anticipated outcome of the research, summarizing the proposed research effort. It should identify the Principal Investigator including the name of the Offeror institution, anticipated public benefit, type of substantial involvement by the Government (if cooperative agreement is proposed), objectives, assessed need, and anticipated impact and results.

The project abstract should be concise, single-spaced abstract (not to exceed one (1) page) using standard 8.5" by 11" paper with 1" margins (top, bottom, left and right) with font Times New Roman, 12 point. To attach a Project Abstract, click "Add Attachment" to the GRANTS.GOV "Project Abstract" mandatory form.

- **Statement of Work (SOW)**: A research description clearly detailing the scope and objectives of the research effort and its technical approach. The proposed SOW may be incorporated as an attachment to the resultant award instrument. Thus, Full Proposals must include a severable, self-standing, SOW without any proprietary restrictions or controlled unclassified information (e.g., export-controlled information), which can be attached to the agreement award.

A major portion of the proposal should consist of a clear description of the technical approach being proposed. This discussion should provide the technical foundation/justification for pursuing this particular approach and why one would expect it to enable the research objectives of the proposal. Within the technical approach, include a detailed list of the research tasks/subtasks organized chronologically, including those for any proposed optional phases.

If the SOW is proposing a conference, symposium, workshop, or strategic dialogue as part of the research methodology, the SOW must describe the need for such a gathering and how the meeting results are expected to support the project objective. Conference expenses in federal grants are exempt from U.S. Government conference approval guidance per the OMB Memo May 2012. See page 3, footnote 5 at <http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-12.pdf>

For Statements of Work proposing conferences, symposia, or workshops as a part of their research methodology, the SOW must include the following information:

Rationale:

- Stated objective(s) of the event, if distinct from project objectives stated in the opening paragraph of the technical proposal
- Statement of the need for such a gathering

Qualifications:

- Listing of up to three recent meetings on a related subject carried out by the Offeror, including dates and locations

Content:

- Draft agenda with potential topics and potential list of participants (if known); if participants are unknown, describe the types of participants, such as scholars and their fields of study

- Location and probable month and year of the meeting
- Reason(s) for event location
- Plan for recruitment of and support for speakers and other attendees, that includes participation of groups underrepresented in security studies (e.g., underrepresented minorities, women and persons with disabilities)

Management:

- Statement of how the meeting will be conducted, how the results of the meeting will be disseminated, and how the meeting will contribute to the enhancement and improvement of the scientific and/or educational activities.
- Estimated total budget for the event.

Measurable Results Expected:

- Outputs – This might include progress reports, steering committee or subcommittee meetings, event programs, participant biographies, final rosters, concept paper, and conference papers.
- Outcomes – Expected result, effect, or consequence that will occur from carrying out the event as related to programmatic goals and objectives.

- **Project Schedule and Milestones:** A table summarizing the schedule of research and reporting activities and milestones. If optional phases are proposed, include a table for each additional phase. Because the date of award is not known at time of application, we recommend a “month 1,” “month 2,” or “quarter 1,” “quarter 2” format, as opposed to naming specific months and dates.

- **Work Plan Summary:** A work plan summary sheet in format provided in [Appendix B](#) must be included as an ADDENDUM to the Statement of Work. This page will be used as a stand-alone item during the evaluation process. It must be submitted in the format prescribed starting on a new page so that it may be easily separated from the body of the SOW. Proposals submitted without this summary sheet may be rejected for award.

- **Project Quad Chart:** A chart prepared in the format provided in [Appendix C](#) must be included as an ADDENDUM to the Statement of Work. Note: This page will be used as a stand-alone item during the evaluation process. It must be submitted in the form and format prescribed and starting on a new page so that it may be easily separated from the body of the SOW. Quad charts **MUST** be submitted as a stand-alone, editable, PowerPoint file. Proposals submitted without a quad chart, or with a quad chart in an alternate format may be rejected from review or recommendations of award.

- **Reports:** The following are sample reports that are typically provided under a grant-funded research effort (do **not** include software, prototypes, hardware as deliverables):

- Technical and financial progress reports, quarterly
- Presentation materials
- Technical and financial reports, final

- **Public Purpose:** For all types of research, include a concise statement of how the proposed research supports or stimulates a public purpose, rather than providing a specific benefit to DOD/DON. *The public benefits statement is an important part of the evaluation and award process.*

- **Management Approach:** A discussion of the overall approach to the management of this effort, including brief discussions of the total organization; responsibilities of the various personnel; subcontractor or subrecipient relationships to the project and their function (if any); Government research interfaces; and planning, scheduling and oversight practices. Identify which personnel and subcontractors/subrecipients (if any) will be involved. Include a description of the facilities that are required for the proposed effort with a description of any Government-furnished equipment (GFE), hardware, software or information required, by version and/or configuration.
- **Offeror Qualifications:** A discussion of previous accomplishments and research by the Offeror *institution* in this or closely related areas; and a discussion of the qualifications of the proposed Principal Investigator and other key personnel. Brief curricular vitae, bios, or resumes are to be attached separately in Grants.gov.
- **Statement of Research Status:** Concise statement that identifies whether the proposed research is a follow-on effort from a prior NPS award, and if so, describe how the proposed project extends or enhances the prior effort. Identify whether applicants have received prior awards through the NPS, and if so, give the status of all deliverables for those awards.
- **Current and Pending Project and Proposal Submissions:** Principal investigators and key personnel are required to provide information on all current and pending support for ongoing projects and proposals, including subsequent funding in the case of continuing contracts, grants, and other assistance agreements.

Offerors shall provide the following information on any related proposal submissions from whatever sources (e.g., NPS, Federal, state, local or foreign government agencies, public or private foundations, industrial or other commercial organizations). The following information must be provided for proposals already submitted or submitted concurrently to other possible sponsors, including NPS. Concurrent submission of a proposal to other organizations will not prejudice its review by NPS.

Include the following for any funded research projects that take or will take the principal investigator's time or that of any other key personnel, even if they receive no salary support from the project(s).

1. Title of Proposal
2. One-to-two (1-2) sentence summary
3. Source (sponsor) of funding
4. Total award amount
5. Contract and/or grant number
6. Percent effort devoted to the project; this can be the number of person-months or labor hours per year
7. Identity of prime Offeror and complete list of subcontractors, if applicable
8. Technical Point of Contact (name, address, phone/fax, email address)
9. Administrative/Business Point of Contact (name, address, phone/fax, email address)
10. Period of performance
11. How the project is related to the proposed effort and degree of overlap, if applicable.

C. Full Proposal Content – Cost Proposal

The cost proposal, which is a *narrative* explaining and justifying the budget figures in detail, must include all figures, calculations, and supporting documentation for determining cost *allowability, allocability and reasonableness*. Justifications for costs must be explicitly stated.

Two budgetary documents other than the cost proposal are required. First, the Offeror **must** use the Grants.gov budget forms (including the Standard Form (SF) Research and Related (R&R) Budget Form) from the Grants.gov application package template associated with this FOA and located at <http://www.grants.gov/>. Second, a separate Adobe PDF document shall be uploaded with your other Grants.gov application materials, providing appropriate verification and/or supporting documentation for each element of cost proposed.

In addition to a narrative, An Offeror may elect to include as part of its cost proposal a spreadsheet showing calculations, unit price, and number of units in more detail than is possible on the required Standard Form (SF) Research and Related (R&R) Budget Form. However, inclusion of a more detailed spreadsheet is **not** a substitute for a detailed narrative, SF (R&R) Budget Form, or supporting documentation.

Costs proposed must conform to the following principles and procedures:

- Educational Institutions: 2 CFR §200 - Uniform Guidance, Subpart E
- Non-Profit Organizations: 2 CFR §200 – Uniform Guidance, Subpart E*
- Commercial Organizations: FAR Part 31, DFARS Part 231, FAR Subsection 15.403-5 and DFARS Subsection 215.403-5.

**For those Non-Profit Organizations specifically exempt from the provisions of Appendix VII to 2 CFR §200, FAR Part 31, and DFARS part 231 shall apply.*

The cost proposal narrative must cover all of the proposed work and include the following:

- **Direct Labor** - Individual labor categories or persons, with associated percent of annual effort and unburdened direct labor rates by annual salary (alternatively, number of total hours and hourly rate may be provided). If proposal period crosses fiscal years, then provide escalation rates for each fiscal year period. Clearly state any escalation rates used in calculations.

Provide supporting documentation verifying individual labor rates for each known individual; this may include a recent payroll receipt for individuals or a signed statement of salary rate or hourly rate and level of appointment from the Offerors Sponsored Programs Office or Human Resources Office. For persons yet to identified, provide general tables or schedules by labor category, which labor category will be used and why that labor category is appropriate.

- **Administrative and Clerical Labor** - Salaries of administrative and clerical staff are normally indirect costs (and included in an indirect cost rate). Direct charging of these costs may be appropriate when a major project requires an extensive amount of administrative or clerical support significantly greater than normal and routine levels of support. Budgets proposing direct charging of administrative or clerical salaries must be supported with a budget justification, which adequately describes the major project and the administrative

and/or clerical work to be performed.

- **Fringe Benefits** - The Cost Proposal narrative must include the rates and calculations of the costs for each labor category/person, the salary amounts to which they are applied, and the sum total for each labor category/person.

If the rates have been approved/negotiated by a Government agency, **provide a copy of the memorandum/agreement**. If the rates applied are composition rates, or the rates have not been approved/negotiated, provide sufficient detail to enable a determination of allowability, allocability, and reasonableness of the allocation bases, and how the rates are calculated according to applicable 2 CFR §200 - Uniform Guidance or FAR/DFARS provisions.

- **Travel** - The proposed travel cost should include the following for *each trip*:
 - The purpose of the trip
 - Origin and destination, if known (origin is typically known; if destination is unknown, state basis for estimating travel cost)
 - Estimated duration
 - Number of travelers
 - Estimated cost per trip

The costs must be justified based on the organization's historical average cost per trip or other reasonable basis for estimation, such as estimates listed online. Such estimates and the resultant costs claimed must conform to the applicable Federal cost principles.

Explain why travel is a necessary and/or cost-effective component of the technical approach/methodology, as well as why the travel destination was chosen, if known. Provide a copy of Offer institution's travel policy. Provide documentation for proposed airfare costs (such as internet quotes from a travel website).

If hosting a workshop or other type of meeting for which participant travel costs are requested in the budget, outline those costs here, including best estimates for origin and destination, approximate duration, number of travelers, and estimated cost per trip. If available, include a tentative agenda and roster of participants by organizational affiliation. If not available, state how many participants are anticipated from the U.S. Government and how many from outside the U.S. Government. **Funds provided cannot be used for payment to any Federal Government employee for support, subsistence, or services in connection with participation at a meeting sponsored through this award.**

In addition to travel required to carry out the proposed research, cost proposals must include travel costs to Monterey, CA, to present research findings. Offerors should budget for one (1) round trip for up to three (3) members of the research team to and from the Naval Postgraduate School in Monterey, California, for two (2) days (not including travel days). One of the travelers must be the principal investigator. This travel is for the purposes of attending and presenting research findings at a technical research review meeting to be held approximately 3 months prior to the end of the period of performance. This meeting is for the purpose of reporting progress and distribution of research reports. Travel to this event for additional team members will be considered; however, a written justification for each must be included.

- **Subawards** - Subawards (typically a grant or cooperative agreement from the Offeror to another institution, but may include a subcontract) should be utilized only when the Offeror deems them necessary for achieving the project objectives. Provide a description of the work to be performed by the subrecipient institution. For each subaward, a detailed cost proposal is required by the subrecipient and must be included in the proposal by the Offeror.

Alternatively, the proposed subawardee's or subrecipient's cost proposal can be provided via email directly to the NPS General POC at baa@nps.edu at the same time the prime proposal is submitted. The email must identify the proposal title, the prime Offeror, and that the attached proposal is either a sub-contract or a sub-agreement. This proposal and supporting documentation must be received and reviewed before the Government can complete its cost analysis of the Prime Offeror's proposal and enter into negotiations.

Provide specific information as follows:

- Description of the work to be performed
 - If known, the identification of the proposed sub-awardee and an explanation of why and how the sub-awardee was selected or will be selected
 - The identification of the type of award to be used (grant, contract, cost reimbursement, fixed price, etc.)
 - Whether or not the award will be competitive and, if noncompetitive, rationale to justify the absence of competition
 - A detailed cost summary
- **Consultants** - Offerors normally are expected to utilize the services of their own staff to the maximum extent possible in managing and performing the project's effort. If the need for consultant services is anticipated, the nature of the proposed consultant services must be justified and included in the Technical Proposal.

If known at time of application, the Cost Proposal must include the name of the consultant(s), primary organizational affiliation, each individual's expertise, and a breakdown of the consultant's hours, the hourly rate proposed, and any other proposed consultant costs, such as estimated travel costs and per diem rates. Provide a copy of the signed Consulting Agreement or other documentation supporting the proposed consultant rate/cost, and a copy of the consultant's proposed statement of work if it is not already separately identified in the prime Offeror's proposal.

If consultant services are anticipated but not under contract, provide expertise required, estimate of consultant's total hours, hourly rate proposed, and any other anticipated costs, such as estimated travel costs and per diem rates. Provide documentation (past invoice) of similar work conducted by someone with similar expertise or level of experience.

- **Materials & Supplies** - Provide an itemized list of proposed materials and supplies including quantities, unit prices, proposed vendors (if known), and the basis for the estimate (e.g., quotes, prior purchases, catalog price lists). Include supporting documentation for the estimates. Provide a copy of your organization's purchasing policy/processes.
- **Recipient-Acquired Equipment or Facilities** - Equipment and/or facilities are normally furnished by the Recipient. If acquisition of equipment and/or facilities is proposed, a justification for the purchase of the items must be provided. Provide an itemized list of all equipment and/or facilities costs as well as the basis for them and supporting documentation for the estimate (e.g., quotes, prior purchases, catalog price lists). Allowable items normally

would be limited to research equipment not already available for the project. General purpose equipment (i.e., equipment not used exclusively for research, scientific or other technical activities, such as personal computers, office equipment and furnishings, etc.) should not be requested unless they will be used primarily or exclusively for the project. For computer/laptop purchases and other general purpose equipment, if proposed, include a statement indicating how each item of equipment will be integrated into the program or used as an integral part of the research effort.

- **Other Direct Costs** - Provide an itemized list of all other proposed direct costs such as graduate assistant tuition, laboratory fees, report and publication costs, and the basis for the estimate (e.g., tuition schedules, quotes, prior purchases, catalog price lists). In addition to stating the basis for the cost estimates, include supporting documentation where possible.

If the technical approach includes a hosted conference, workshop, dialogue, or other type of meeting, include the estimated costs of the meeting venue. Describe how the venue will be selected, by what criteria, and what will be requested in the conference package. To support cost estimates, include past venue invoices or initial quotes from likely venues. In rare instances, meals may be provided to participants and funded with grant funds if they are essential to the workshop goals and objectives; however, and to repeat, the payment of meals as part of a workshop should be the exception, not the rule. To use federal grant money, the grantee must justify the expenditure as a research necessity and the meals or refreshments must be part of a working session.

If honoraria will be offered to workshop participants, provide the unit cost and expected number of honoraria. State the basis for the cost estimate, such as experience hosting similar events with similar caliber of presenters in the past, or honoraria received by the Principal Investigator for a similar research presentation. *Government participants may not receive honoraria.*

- **Indirect Costs (i.e., F&A, Overhead, G&A, etc.)** - Describe the rates and calculation of the costs for each rate category, listing the base on which the rate is applied. If the rates have been approved/negotiated by a Government agency, **provide a copy of the memorandum/agreement.**

IAW 2 CFR §200.414(f), any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to 2 CFR §200, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely.

If the rates have not been approved/negotiated, provide sufficient detail to enable a determination of allowability, allocability and reasonableness of the allocation bases, and how the rates are calculated according to applicable OMB Circulars or FAR/DFARS provisions.

Offeror's disclosure should be sufficient to permit a full understanding of the rate's content and how it was established. At a minimum, the submission should identify:

- All individual cost elements included in the forecast rate(s)
- Bases used to prorate indirect expenses to cost pools, if any
- How the rate(s) was calculated
- Distribution basis of the developed rate(s)
- Bases on which the overhead rate is calculated, such as "salaries and wages"

- or “total costs”
- The period of the Offeror's fiscal year.

Additional information may be requested, if needed. If composite rates are used, provide the calculations used in deriving the composite rates. A Negotiated Indirect Cost Rate Agreement (NICRA) may be required in order for an awardee to invoice for indirect costs. If the Offeror does not currently hold a NICRA, describe the current status of the organization's request for such an agreement with its cognizant agency.

- **Fee/Profit** - Fee/profit is **unallowable** under grants or cooperative agreements at either the prime or subaward level but may be permitted on any subcontracts issued by the prime awardee.

NOTE: Failure to adequately provide detailed cost data will require the FLC San Diego Grants Officer to contact the proposing organization for the requisite information. This will result in a delay of the award. All Offerors are required to submit a thoroughly detailed cost breakdown. The FLC San Diego Grant Officer must be able to determine that all proposed costs are allocable, allowable and reasonable. A detailed budget and budget narrative will facilitate this cost analysis.

D. Full Proposal Content – Biographical Information/Curriculum Vita

Biographical information or a curriculum vita for each key participant should address the following in three (3) pages or less per person:

- List of current and most relevant past professional experience
- List of advanced degrees earned, including degree type, discipline or department, institution, and title of thesis or dissertation
- List of publications, professional activities, patents, honors, awards, and other accomplishments
- Information describing any research specifically related to the proposed project and relevant experience of investigator(s)
- Description of involvement in other research projects currently undertaken by the applicant, whether or not acting as a principal investigator.

These documents are to be collated into one PDF file and uploaded at the place indicated on Grants.gov.

2 Submission of Full Proposals via Grants.gov website (www.grants.gov):

All Full Proposals shall be submitted through Grants.gov using the application package template associated with this FOA. Additional documents and attachments described above should be generated and then uploaded and attached where indicated on the Grants.gov website.

A. Registration Requirements for Grants.gov:

There are several one-time actions you must complete in order to submit an application through Grants.gov. These include:

1. Obtaining a Dun and Bradstreet Data Universal Numbering System (DUNS) number
2. Registering with the System of Award Management (SAM)
3. Registering with the Credential Provider
4. Registering with Grants.gov.

Use the Grants.gov website to begin these processes:

- <http://www.grants.gov/web/grants/home.html>
- <http://www.grants.gov/web/grants/applicants.html>
- <http://www.grants.gov/web/grants/applicants/grant-application-process.html>

Designating an E-Business Point of Contact (EBiz POC) and obtaining a special password called 'MPIN' are important steps in the SAM registration process. Applicants, who are not registered with SAM and Grants.gov, should allow at least 21 days for completion of these requirements. It is suggested that the process be started as soon as possible.

Questions relating to the registration process, system requirements, how an application form works, or the submittal process must be directed to Grants.gov at 1-800-518-4726 (1-606-545-5035 for foreign applicants) or email: support@grants.gov.

NOTE: By completing Block 17 of the SF 424 R&R, the Grant Applicant is providing the certification on lobbying required by 32 CFR Part 28. Refer to [Section VI](#), 'Award Administration Information' entitled "Certifications" for further information.

B. Grants.gov Full Proposal Submission:

Application forms and instructions are available at Grants.gov. To access these materials, go to <http://www.grants.gov>, select "Apply for Grants", and then select "Download Application Package." In the box labeled Funding Opportunity Number, enter NPS-FOA-16-002, which is also designated as "Research Opportunity Number" on page two of this announcement. Click on the button labeled "Download Package." Follow the instructions on the Grants.gov page to complete the application download process.

It is recommended that you complete SF 424 R&R form first, which will populate data in the other forms. Complete all the required fields in accordance with the pop-up instructions on the form. To activate the instructions, turn on the "Help Mode" (icon with the pointer and question mark at the top of the form).

All Offerors **must** complete and submit the seven mandatory forms listed below and any applicable optional forms, e.g., SF-LLL Disclosure of Lobbying Activities, in accordance with the instructions on the forms and the additional instructions provided in this FOA (forms are included in the application package available on Grants.gov posted with this FOA):

1. **SF-424 R&R, Application for Federal Assistance**
2. **R&R Budget**
3. **Budget Narrative**
4. **SF-424B, Assurances - Nonconstruction Programs**
5. **R&R Other Project Info**

6. R&R Senior/Key Personnel

7. Project Abstract (Abstract must be marked as publically releasable and abstract must use terms the public can understand).

All attachments to grant applications submitted through Grants.gov must be in Adobe PDF unless otherwise specified in this announcement.

Proprietary information may be included on submitted forms, supporting documentation, and the Cost Proposal. All such information should be denoted with asterisks (***) at the beginning and end of the proprietary information; alternatively, a page with considerable proprietary information can display the statement "Proprietary Information" in its header or footer.

Statements of Work within the Technical Proposal should **NOT** include proprietary information or other restricted or protected information.

All applications must be self-contained within specified page limitations. Internet website addresses (URLs), with the exception of cost-proposal supporting documentation of Offeror policies and procedures, may not be used to provide information necessary for the review, because reviewers are under no obligation to view the Internet sites.

Certifications and Assurances:

Certification Regarding Lobbying Activities — Grant and Cooperative Agreement awards greater than \$100,000 require a certification of compliance with a national policy mandate concerning lobbying. Grant applicants shall provide this certification by electronic submission of SF-424 (R&R) as a part of the electronic proposal submitted via Grants.gov (complete Block 17); the following certification applies to each applicant seeking federal assistance funds exceeding \$100,000:

(1) No Federal appropriated funds have been paid or will be paid by or on behalf of the applicant, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the Federal contract, grant, loan, or cooperative agreement, the applicant shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The applicant shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or

entering into this transaction imposed by Section 1352, title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

3. Significant Dates and Times:

This announcement will remain open until **4:00 p.m. (PDT), 30 June 2016**. Proposals may be submitted at any time during this period.

4. Submission of Late Proposals: Late proposals will not be accepted.

5. Funding Restrictions: Award selection notification from NPS shall not be regarded as an authorization to begin performance or commit/expend funds. The Government is not obligated to provide any funding until a Government Grant Officer from NAVSUP FLC San Diego signs the respective award document. Costs incurred in advance of signed grants and cooperative agreements are solely the responsibility of the prospective grantee.

V. APPLICATION REVIEW INFORMATION:

1. Evaluation Criteria:

Award decisions will be based on a competitive selection of proposals resulting from a scientific (technical) and cost review. Evaluations will be conducted using the following evaluation criteria:

A. Overall scientific and technical merits of the proposal, including:

- 1) Quality, rigor, and technical merits of the proposed effort
- 2) Feasibility and appropriateness of research design and methodology
- 3) Potential impact of research results
- 4) Academic publication potential of research results

B. Potential expansion of knowledge about issues, technologies, and phenomena related to national security.

C. Anticipated benefits of new knowledge to the general public.

D. Potential relevance to U.S. national security, the U.S. Navy, and NPS research mission.

E. The offering institution's capabilities, related experience, facilities, techniques or unique combinations of these, which are integral factors for achieving the proposed objectives.

F. The qualifications, capabilities and experience of the proposed principal investigator, team leader, and/or other key personnel who are critical to achievement of the proposed objectives and must commit time and attention to ensure success of the project.

G. Accuracy, allowability, allocability, and reasonableness of the cost proposal.

H. Availability of funds.

2. Evaluation Panel:

Technical and cost proposals submitted under this FOA will be protected from unauthorized disclosure in accordance with FAR 3.104-5 and 15.207. The cognizant NPS principal investigator and/or other technical experts drawn from Government, industry, or academe will perform the evaluation of technical proposals. Government business professionals will evaluate cost proposals. Restrictive notices notwithstanding, one or more support contractors may consult as technical subject-matter experts. Similarly, support contractors may also be utilized to evaluate cost proposals. Each support contractor's employee having access to technical and cost proposals submitted in response to this FOA will be required to sign a non-disclosure statement prior to receipt of any proposal submissions. Proposal selection and award decisions are solely the responsibility of Government personnel.

3. Evaluation Timeline:

The evaluation panel is expected to convene within 45 days of the closing of this FOA. Findings of the evaluation panel will be forwarded to the NPS Technical POC (TPOC). Offerors are expected to be notified of the evaluation panel selections no later than 10 business days after the evaluation panel convenes. Notification process shall be via email by the NPS TPOC in [Section I. Program Description, 8. Points of Contact](#).

NOTE: Notification of proposal selection for funding is only a recommendation. The Government is not obligated to provide any funding until NAVSUP FLC Contract & Grant Officer issues the award.

4. General Information Regarding the Review and Selection Process for Grants:

Prior to making an award with total amount of Federal share greater than the simplified acquisition threshold, NAVSUP FLC San Diego shall review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS).

- i) The applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM.
- ii) NAVSUP FLC San Diego will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under Federal awards when completing the review of risk posed by the applicant as described in Title 2, Part 200, Subsection 200.205 Federal awarding agency review of risk posed by applicants.

VI. AWARD ADMINISTRATION INFORMATION:

1. Award Notices:

Award selection notification from the NPS TPOC must not be regarded as an authorization to begin performance or commit/expend funds. Your business office will be contacted by the grant officer to negotiate the terms of your award.

The Government is not obligated to provide any funding until a Government Grant Officer from NAVSUP FLC San Diego signs the respective award document. Costs incurred in advance of signed grants and cooperative agreements are solely the responsibility of the prospective grantee.

Awardee Kick-Off Meeting: No later than 30 days after issuance of award. Kick-off meetings should be conducted via teleconference or video-teleconference. In some cases, in-person kick-off meetings can be accommodated. However, travel costs associated with attendance at kick-off meetings shall not be charged to the grant since the government has committed to providing remote attendance options.

2. Administrative and National Policy Requirements:

Any award issued as a result of this announcement is subject to the following administrative, cost, and national policy requirements contained therein.

- 2 Code of Federal Regulations (CFR) part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards as modified and supplemented by the Department of Defense's (DoD) interim implementation found at 2 CFR part 1103, "Interim Grants and Cooperative Agreements Implementation of Guidance in 2 CFR part 200".

Link to 2 CFR part 200:

http://www.ecfr.gov/cgi-bin/text-idx?SID=6214841a79953f26c5c230d72d6b70a1&tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

Link to 2 CFR part 1103:

<http://www.ecfr.gov/cgi-bin/text-idx?SID=6b9a1e28b684113253f576ed5b0a3f64&mc=true&node=pt2.1.1103&rgn=div5>

Provisions of Chapter I, Subchapter C of Title 32, CFR, "DoD Grant and Agreement Regulations," other than parts 21, 22, 32, 33 and 37, continue to be in effect and are incorporated herein by reference, with applicability as stated in those provisions.

- Federal Acquisition Regulation (FAR) Part 31.2, Contracts with Commercial Organizations.

<http://farsite.hill.af.mil/reghtml/regs/far2afmcfars/fardfars/far/31.htm>

NOTE: Special requirements may apply to particular Federal awards after the review of applications and other information, based on the particular circumstances of the effort to be supported (e.g., if human subjects were to be involved or if some situations may justify special terms on intellectual property, data sharing or security requirements).

3. Reporting:

In general, reporting requirements include quarterly interim progress reports, quarterly financial reports, final technical report, final financial report, and final patent report. Additional reports may be required based on the research conducted.

Format and due dates of interim progress reports will be provided prior to or during the project kick-off meeting.

4. Certifications and Assurances:

Certification Regarding Lobbying Activities — Grant and Cooperative Agreement awards greater than \$100,000 require a certification of compliance with a national policy mandate concerning lobbying. Grant applicants shall provide this certification by electronic submission of SF-424 (R&R) as a part of the electronic proposal submitted via Grants.gov (complete Block 17); the following certification applies to each applicant seeking Federal assistance funds exceeding \$100,000:

(1) No Federal appropriated funds have been paid or will be paid by or on behalf of the applicant, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the Federal contract, grant, loan, or cooperative agreement, the applicant shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The applicant shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

VII. AWARDING AGENCY CONTACT INFORMATION:

For contact information, see Section I. Program Description, 8. [Points of Contact](#).

VIII. OTHER INFORMATION:

1. Security Classification:

In order to facilitate intra-program collaboration and technology transfer, the Government will attempt to enable technology developers to work at the unclassified level to the maximum extent possible. If access to classified material will be required at any point during performance, the Offeror must clearly identify such need prominently in its proposal. An unclassified final report is required in order that the

general public may benefit from the research findings. The Statement of Work in the Technical Proposal must be unclassified and must not contain Controlled Unclassified Information.

The Government does not provide access to classified material or secured facilities under grants or cooperative agreements.

2. Use of Animal and Human Subjects in Research:

If animals are to be utilized in the research effort proposed, the Offeror must complete prior to award a DOD Animal Use Protocol with supporting documentation (copies of AALAC accreditation and/or NIH assurance, IACUC approval, research literature database searches, and the two most recent USDA inspection reports). For assistance with submission of animal research-related documentation, contact the NPS Grants Management Specialist at baa@nps.edu.

For any research proposal involving human subjects, the Offeror must submit prior to award:

1. Documentation of approval from an Institutional Review Board (IRB)
2. IRB-approved research protocol complying with requirements found in DoDI 3216.02 and 32 CFR 219
3. IRB-approved informed consent form
4. Proof of completed human research training (e.g., training certificate or institutional verification of training)
5. Offeror's DHHS-issued Federal wide Assurance (FWA).

If an exemption criterion under 32 CFR.219.101 (b) is claimed, provide documentation of the determination by the Institutional Review Board (IRB) Chair, IRB vice Chair, designated IRB administrator or official of the human research protection program including the category of exemption and short rationale statement.

If the research is determined by the IRB to be greater than minimal risk, the Offeror also must provide the name and contact information for the independent medical monitor.

This documentation shall be submitted to the NPS Human Research Protection Official (HRPO) via the NPS Grants Management Specialist at baa@nps.edu.

Awardees shall promptly notify the NPS HRPO (at IRB@nps.edu) of the following: when significant changes to the research protocol are approved by the IRB, the results of the IRB continuing review, if the IRB used to review and approve the research changes to a different IRB, when the institution is notified by any Federal department or agency or national organization that any part of its Human Research Protection Program (HRPP) is under investigation for cause involving a DoD-supported research protocol, and all Unanticipated Problems Involving Risks to Subjects or Others (UPIRTSO), suspensions, terminations, and serious or continuing noncompliance regarding DoD-supported research involving human subjects.

3. Protection of Proprietary and Sensitive Information:

The parties acknowledge that, during performance of the grant resulting from this FOA, the recipient may require access to certain proprietary and confidential information (whether in its original or derived form) submitted to or produced by the Government. Such information includes, but is not limited to, business practices, proposals, designs, mission or operation concepts, sketches, management policies, cost and operating expense, technical data and trade secrets, proposed Navy budgetary information, and acquisition planning or acquisition actions, obtained either directly or

indirectly as a result of the effort performed on behalf of NPS.

The recipient shall take appropriate steps not only to safeguard such information, but also to prevent disclosure of such information to any party other than the Government. The recipient agrees to indoctrinate company personnel who will have access to or custody of the information concerning the nature of the confidential terms under which the Government received such information and shall stress that the information shall not be disclosed to any other party or to recipient personnel who do not need to know the contents thereof for the performance of the contract/agreement. Recipient personnel shall also be informed that they shall not engage in any other action, venture, or employment wherein this information will be used for any purpose by any other party.

As set forth herein, Recipient acknowledges and agrees that third-party support contractors may access technical information submitted by Recipient. Government will ensure that the contractor employee has signed a non-disclosure agreement with its employer (on record); and, Government will ensure that the contractor employer, likewise, has a signed Organizational Conflict of Interest clause with the Government precluding exploitation of any kind of non- public data it accesses as a result of its Government contract effort(s).

4. Conflicts of Interest:

Organizational Conflicts of Interest: All Offerors, principal investigators, and proposed subcontractors must affirm whether they are providing scientific, engineering, and technical assistance (SETA) or similar support to any Naval Postgraduate School (NPS) school/office, or to the underlying sponsor of this research through an active contract or subcontract. All affirmations must state which office(s) the Offeror supports and identify the prime contract numbers. Affirmations shall be furnished at the time of proposal submission. All facts relevant to the existence or potential existence of organizational conflicts of interest (FAR 9.5) must be disclosed. The disclosure shall include a description of the action the Offeror has taken or proposes to take to avoid, neutralize, or mitigate such conflict. In accordance with FAR 9.503 and without prior approval, a contractor cannot simultaneously be a SETA and a research and development performer. Proposals that fail to fully disclose potential conflicts of interests will be rejected without technical evaluation and withdrawn from further consideration for award.

Post-Employment Conflict of Interest: There are criminal laws and standards of conduct regulations that may apply to current or former Government employers/military officers who draft or assist in the drafting of grant proposals, or are named as principal investigators/alternates in grant proposals. See 18 United States Code (U.S.C. 203 - 207). These restrictions may apply to reservists on active duty, or to employees who served on a Federal Advisory Board/Council within the last 365 days, i.e. Special Government Employees. Accordingly, Offerors submitting grant proposals are required to identify any potential post employment or current conflict of interest to the Grants Officer if a Government employee or former Government employee (broadly defined above to include military members, Special Government employees or reservists) participated in proposal drafting and/or is named as a principal investigator or alternate principal investigator.

If a prospective Offeror believes a conflict of interest exists or may exist (whether organizational or otherwise) or has questions on what constitutes a conflict interest, the proposer should send his/her contact information and summary of the potential conflict to baa@nps.edu **before** time and effort are expended in preparing a proposal and mitigation plan.

Be advised the Grants Officer reserves the right in his/her discretion to withhold award if

he/she determines after consultation with the Offeror and Navy Legal Counsel that there is a conflict of interest or standards-of-conduct violation, whether organizational or otherwise.

5. Acknowledgement of Naval Postgraduate School (NPS) Support:

NPS' full or partial support must be acknowledged in journal articles, books, oral and poster presentations, news releases, interviews with reporters and other communications. Any documents developed under an award agreement resulting from this FOA that are intended for distribution to the public or inclusion in a scientific, technical, or other journal shall include the following statement:

This publication was developed under research supported by the Naval Postgraduate School No. [insert award number] awarded by the NAVSUP Fleet Logistics Center San Diego (NAVSUP FLC San Diego). It has not been formally reviewed by NPS. The views and conclusions contained in this document are those of the authors and should not be interpreted as necessarily representing the official policies, either expressed or implied, of the NAVSUP FLC San Diego or NPS. The NAVSUP FLC San Diego and NPS do not endorse any products or commercial services mentioned in this publication.

6. Military Recruiting on Campus:

Military Recruiting on Campus (DODGARS Part 22.520) applies to domestic U. S. colleges and universities. Appropriate language from 32 CFR 22.520, Campus Access for Military Recruiting and Reserve Officer Training Corps (ROTC), will be incorporated in all university grant awards.

7. Intellectual Property (applies to cooperative agreements):

Offerors responding to this FOA must submit a separate list of all technical data or computer software that will be furnished to the Government with other than unlimited rights. The Government will assume unlimited rights if Offerors fail to identify any intellectual property restrictions in their proposals. Include in this section all proprietary claims to results, prototypes, and/or deliverables. If no restrictions are intended, then the Offeror should state "NONE."

8. Federal Funding Accountability and Transparency Act of 2006:

The Federal Funding Accountability and Transparency Act of 2006 (Public Law 109-282), as amended by Section 6202 of Public Law 110-252, requires that all agencies establish requirements for recipients reporting information on subawards and executive total compensation as codified in 2 CFR 33.110. Any company, non-profit agency or university that applies for financial assistance (either grants, cooperative agreements or other transaction agreements) as either a prime or subrecipient under this FOA must provide information in its proposal that describes the necessary processes and systems in place to comply with the reporting requirements identified in 2 CFR 33.220.

An entity is **exempt** from this requirement **UNLESS** in the preceding fiscal year it received: a) 80 percent or more of its annual gross revenue in Federal contracts (and subcontracts), loans, grants (and subgrants), and cooperative agreements; b) \$25 million or more in annual gross revenue from Federal contracts (and subcontracts), loans, grants (and subgrants), and cooperative agreements; and contracts) the public does not have access to information about the compensation of the senior executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 or section 6104 of the Internal Revenue Code of 1986.

9. Representation Regarding an Unpaid Delinquent Tax Liability or a Felony Conviction Under Any Federal Law - DOD Appropriations:

All grant applicants are required to complete the "Representation on Tax Delinquency and Felony Conviction" found at <http://www.onr.navy.mil/Contracts-Grants/submit-proposal/grants-proposal.aspx> by checking the "I agree" box in block 17 and attaching the representation to block 18 of the SF-424 (R&R) as part of the electronic proposal submitted via Grants.gov. The representation reads as follows:

(1) The applicant represents that it is _____ is not _____ a corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in timely manner pursuant to an agreement with the authority responsible for collecting the tax liability

(2) The applicant represents that it is _____ is not _____ a corporation that was convicted of a felony criminal violation under any Federal law within the preceding 24 months.

NOTE: If an applicant responds in the affirmative to either of the above representations, the applicant is ineligible to receive an award unless the agency suspension and debarment official (SDO) has considered suspension or debarment and determined that further action is not required to protect the Government's interests. The applicant therefore should provide information about its tax liability or conviction to the agency's SDO as soon as it can do so, to facilitate completion of the required consideration before award decisions are made.

10. Reporting Executive Compensation and First-Tier Subcontract Awards:

The FAR clause 52.204-10, "Reporting Executive Compensation and First-Tier Subcontract Awards," will be used in all procurement contracts valued at \$25,000 or more. **A similar award term will be used in all grants and cooperative agreements.**

11. Recombinant DNA:

Proposals which call for experiments using recombinant DNA must include documentation of compliance with Department of Human and Health Services (DHHS) recombinant DNA regulations, approval of the Institutional Biosafety Committee (IBC), and copies of the DHHS Approval of the IBC letter.

12. Government Property/Government Furnished Equipment (GFE) and Facilities:

Government research property, facilities and operational military units are available and should be considered as potential government furnished equipment/facilities. These facilities and resources are of high value and some are in constant demand by multiple programs. It is unlikely that all facilities would be used for any one specific program. The use of these facilities and resources will be negotiated as the program unfolds. Offerors should explain as parts of their proposal which of these facilities are critical for the project's success.

13. Updates of Information Regarding Responsibility Matters:

FAR clause 52.209-9, Updates of Publicly Available Information Regarding Responsibility Matter, will be included in all contracts valued at \$500,000 or more where the contractor has currently active Federal contracts and grants with a total value greater than \$10 million.

14. Representation Regarding the Prohibition on Using FY15 Funds with Entities that Require Certain Internal Confidentiality Agreements:

Agreement with the representation below will be affirmed by checking the "I agree" box in block 17 of the SF424 (R&R) as part of the electronic proposal submitted via Grants.gov. The representation reads as follows:

By submission of its proposal or application, the applicant represents that it does not require any of its employees, contractors, or subrecipients seeking to report fraud, waste, or abuse to sign or comply with internal confidentiality agreements or statements prohibiting or otherwise restricting those employees, contractors, subrecipients from lawfully reporting that waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

Note that: (1) the basis for this representation is a prohibition in section 743 of the Financial Services and General Government Appropriations Act, 2015 (Division E of the Consolidated and Further Continuing Appropriations Act, 2015, Pub. L. 113-235) and any successor provision of law on making funds available through grants and cooperative agreements to entities with certain internal confidentiality agreements or statements; and (2) section 743 states that it does not contravene requirements applicable to Standard Form 312, Form 4414, or any other form issued by a Federal department or agency governing the nondisclosure of classified information.

15. Reporting:

If the Federal share of any Federal award may include more than \$500,000 over the period of performance, the post award reporting requirements, Award Term and Condition for Recipient Integrity and Performance Matters (2 U.S.C. 200 Appendix XII), is applicable as follows:

A. Reporting of Matters Related to Recipient Integrity and Performance

1. General Reporting Requirement

If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of this Federal award, then you as the recipient during that period of time must maintain the currency of information reported to the System for Award Management (SAM) that is made available in the designated integrity and performance system (currently the Federal Awardee Performance and Integrity Information System (FAPIIS)) about civil, criminal, or administrative proceedings described in paragraph 2 of this award term and condition. This is a statutory requirement under section 872 of Public Law 110-417, as amended (41 U.S.C. 2313). As required by section 3010 of Public Law 111-212, all information posted in the designated integrity and performance system on or after April 15, 2011, except past performance reviews required for Federal procurement contracts, will be publicly available.

2. Proceedings About Which You Must Report

Submit the information required about each proceeding that:

- a. Is in connection with the award or performance of a grant, cooperative agreement, or procurement contract from the Federal Government;

b. Reached its final disposition during the most recent five year period; and

c. Is one of the following:

(1) A criminal proceeding that resulted in a conviction, as defined in paragraph 5 of this award term and condition;

(2) A civil proceeding that resulted in a finding of fault and liability and payment of a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more;

(3) An administrative proceeding, as defined in paragraph 5. of this award term and condition, that resulted in a finding of fault and liability and your payment of either a monetary fine or penalty of \$5,000 or more or reimbursement, restitution, or damages in excess of \$100,000; or

(4) Any other criminal, civil, or administrative proceeding if:

(i) It could have led to an outcome described in paragraph 2.c.(1), (2), or (3) of this award term and condition;

(ii) It had a different disposition arrived at by consent or compromise with an acknowledgment of fault on your part; and

(iii) The requirement in this award term and condition to disclose information about the proceeding does not conflict with applicable laws and regulations.

3. Reporting Procedures

Enter in the SAM Entity Management area the information that SAM requires about each proceeding described in paragraph 2 of this award term and condition. You do not need to submit the information a second time under assistance awards that you received if you already provided the information through SAM because you were required to do so under Federal procurement contracts that you were awarded.

4. Reporting Frequency

During any period of time when you are subject to the requirement in paragraph 1 of this award term and condition, you must report proceedings information through SAM for the most recent five year period, either to report new information about any proceeding(s) that you have not reported previously or affirm that there is no new information to report. Recipients that have Federal contract, grant, and cooperative agreement awards with a cumulative total value greater than \$10,000,000 must disclose semiannually any information about the criminal, civil, and administrative proceedings.

5. Definitions

For purposes of this award term and condition:

a. Administrative proceeding means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (e.g., Securities and Exchange Commission Administrative proceedings, Civilian Board of Contract

Appeals proceedings, and Armed Services Board of Contract Appeals proceedings). This includes proceedings at the Federal and State level but only in connection with performance of a Federal contract or grant. It does not include audits, site visits, corrective plans, or inspection of deliverables.

b. Conviction, for purposes of this award term and condition, means a judgment or conviction of a criminal offense by any court of competent jurisdiction, whether entered upon a verdict or a plea, and includes a conviction entered upon a plea of nolo contendere.

c. Total value of currently active grants, cooperative agreements, and procurement contracts includes—

(1) Only the Federal share of the funding under any Federal award with a recipient cost share or match; and

(2) The value of all expected funding increments under a Federal award and options, even if not yet exercised.

APPENDIX A: Academic Institution Acknowledgement Letter Template

Please Place on Official Letterhead

Janet Norton
Contract and Grant Officer
NAVSUP FLC San Diego
Site Lemoore
730 Enterprise Avenue
Wing 3, Room 003
NAS Lemoore, CA 93246

Subject: Academic Institution Acknowledgement Letter

Reference: Executive Order 12333, As Amended, Paragraph 2.7

Dear Ms. Norton:

Pursuant to Executive Order 12333, this letter acknowledges that I am an official of **<Institution Name>** authorized to approve any award resulting from a contract or assistance agreement that may be executed by Naval Supply Fleet Logistics Center San Diego, on behalf of the Naval Postgraduate School in response to this educational institution's proposal, "**<Title of Proposal>**" of **<date submitted>**. I further acknowledge that I am aware that a Department of Defense intelligence component will be involved in any resulting contract, sub-contract, assistance agreement or sub award. This acknowledgement is with regard to the source of funds only and no other EO12333 obligations are implied. Therefore, I do hereby, on behalf of **<Institution Name>**, approve such an arrangement.

<NAME>

<Date>

<TITLE>

APPENDIX B: Work Plan Template

WORK PLAN for Proposal Submitted to NPSFOA-16-002

Offeror: [INSERT NAME OF YOUR INSTITUTION]

Principal Investigator: [INSERT NAME AND TITLE]

Project Title: [INSERT TITLE]

Proposed Period of Performance: [INSERT PERIOD OF PERFORMANCE IN NUMBER-OF-MONTHS FORMAT – EXAMPLES: 12 MONTHS, 12 MONTHS plus 12 MONTH OPTIONAL PHASE]

Project Overview: [INSERT EXECUTIVE SUMMARY OF PROJECT, NO MORE THAN 200 WORDS]

Research Plan: The key research objectives of this work include:

- [INSERT OBJECTIVE 1]
- [INSERT OBJECTIVE 2]
- ...
- ...
- [OBJECTIVE X]

[INSERT WRITTEN DESCRIPTION MANAGEMENT PLAN/PLAN FOR PERFORMING RESEARCH. EXAMPLES OF THE TYPES OF INFORMATION TO BE INCLUDED ARE: WHERE THE RESEARCH WILL BE PERFORMED, HOW THE RESEARCH TEAM WILL CONDUCT THE ACTIVITIES, AND HOW THE RESEARCH WILL BE SUPERVISED]

Public Benefit: [INSERT DESCRIPTION OF PUBLIC BENEFIT]

Presentation of Results: [INSERT DESCRIPTION OF HOW THE RESULTS WILL BE PRESENTED AND DISSEMINATED **AND** THE SCHEDULE OF DELIVERABLES]

[NOTE: THE FOLLOWING THREE SECTIONS MUST BE INCLUDED AT THE END OF THE WORK PLAN IN THEIR ENTIRETY. DO NOT AMEND THIS TEXT, SIMPLY COPY IT INTO THE WORK PLAN.]

Acknowledgment of Support: The grantee is responsible for assuring that NPS' full or partial support is acknowledged in journal articles, books, oral or poster presentations, news releases, interviews with reporters, and other communications derived from work supported under this FOA. Any documents, including World Wide Web content, developed under an award agreement resulting from this FOA that are intended for distribution to the public or inclusion in a scientific, technical, or other journal shall include the following statement:

*This publication [article] results from research supported by the Naval Postgraduate School Assistance Grant/Agreement No. **NPS FOA-16-002** awarded by the NAVSUP Fleet Logistics Center San Diego (NAVSUP FLC San Diego). The views expressed in written materials or publications, and/or made by speakers, moderators, and presenters, do not necessarily reflect*

the official policies of the Naval Postgraduate School nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.

Review for Sensitive Information: *Prior to the public release* of these materials, the grantee is responsible for assuring that the NPS Technical Point of Contact is provided access to an electronic version of every publication of material based on or developed under this award, clearly labeled with the award number and other appropriate identifying information, so that the content can be assessed for proper release of sensitive information.

Copies for NPS: *Promptly after publication*, the grantee will provide the NPS Technical Point of Contact access to an electronic version of every publication of material based on or developed under this award, clearly labeled with the award number and acknowledgement of support (see above).

APPENDIX C: QUAD Chart Template

Name of Proposing Institution	Title of Project
<p>Project overview:</p> <p>Cost: Period Of Performance:</p>	<p>Insert diagram, picture, graph, table, etc. that represents the primary technical objective of the project.</p>
<p>Innovation 1:</p> <p>Innovation 2:</p> <ul style="list-style-type: none">... <p>Innovation X:</p>	<p>Project Schedule and Milestones</p> <p>Insert diagram, picture, graph, table, etc. that represents the schedule of major milestones.</p>