



National Safe Skies Alliance

Program for Applied Research in Airport Security

Contractor Procedural Manual

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CHAPTER 1 General Information

1.1 Purpose of the Manual

This manual has been prepared as a ready reference and guide for Contractors conducting research under the Program for Applied Research in Airport Security (PARAS). Contractors' cooperation with respect to these procedures will expedite contractual matters and facilitate handling of administrative requirements.

1.2 Arrangement and Scope of the Manual

To the extent practicable, the discussion in this manual is related to specific provisions in the contract for PARAS research. This contract will be executed between the Contractor and National Safe Skies Alliance, Inc. (Safe Skies). Although this manual sets forth basic procedures that will assist the Contractor and Safe Skies in the orderly administration of contracts for PARAS, it should be understood that it is a **guide** only; the provisions contained herein are not a substitution for or modification of specific contract requirements.

To avoid delays, misunderstandings, and procedural errors, it is absolutely essential that the Contractor be completely familiar with all requirements of the contract. In the event of any conflict between the content of this manual and the provisions of a specific contract, the contract prevails. The Program Officer or Contracts Officer will assist with any discrepancies.

1.3 National Safe Skies Alliance, Inc.

Safe Skies is a non-profit organization focused on improving the effectiveness and efficiency of aviation security. Safe Skies is dedicated to helping airports meet their security responsibilities through applied research and operational testing and evaluation of security technology. Safe Skies' main activities and PARAS are funded by the Federal Aviation Administration.

1.4 Organization of the Program for Applied Research in Airport Security

Safe Skies administers and manages PARAS, which is a stakeholder-driven applied research program that develops near-term, practical solutions to problems faced by the aviation security community.

Under PARAS, staff organizes panels of experts to provide guidance on the technical aspects of the research and to translate research problems into project statements with well-defined objectives. Research proposals are then solicited from private and public research organizations with capabilities and experience in the problem areas to be studied. The project panels review the proposals, recommend contract awards, monitor research in progress, provide technical guidance, and determine the acceptability of the final deliverables.

1.5 Communications Pertaining to Contract Matters

Communications pertaining to contract matters should be addressed to the Contracts Officer. All other project-related matters should be addressed to the Program Officer. In either case, copies of correspondence pertaining to contract matters should be furnished to the other party. The Contracts Officer can be reached as follows:

Jennifer Roberts
National Safe Skies Alliance
1725 Base Pointe Way
Louisville, TN 37777
(865) 738-2039
JRAC@sskies.org

Correspondence about project technical matters should be addressed to the Program Officer at:

Jessica Grizzle
National Safe Skies Alliance
1725 Base Pointe Way
Louisville, TN 37777
(865) 738-2080
jessica.grizzle@sskies.org

CHAPTER 2 Research Process and Products

2.1 General

Research proposals are submitted in response to PARAS project statements included in the Requests for Proposals (RFP) that define the research problems and list the objectives of the proposed research. The format required for proposals is stipulated in the document entitled *Guidance for Preparing Proposals* on the Safe Skies website (www.sskies.org). Following the selection of a successful proposal, PARAS may provide the selected Contractor with questions and recommendations that may be addressed in a proposal addendum. The proposal and its addendum are then incorporated into the contract as the binding scope of research effort. The final deliverables for the research are reviewed in light of the contract’s binding scope of work.

The Contractor is required to submit monthly progress reports, quarterly progress reports, and interim reports (when specified). These reports provide information for the project panel to evaluate (1) task achievements, (2) budgetary expenditures, and (3) technical compliance with the contract. These elements provide a basis for compiling a performance record. The Contractor should also institute any needed internal reviews to ensure the proper relationship between overall progress and the research plan. The Contractor’s quarterly progress report information is provided to the Project Panel for their information and comment. Unless otherwise specified, one (1) electronic copy of the draft final deliverables is due to the Program Officer **60 days in advance of the contract expiration date**. These will be reviewed by the Project Panel and the Program Officer, and the resulting comments forwarded to the Contractor in the shortest practical time. Prior to the contract expiration date, the Contractor shall consider the review comments and (1) make appropriate revisions to the final deliverables and (2) prepare a detailed response to *every* comment. Unless otherwise specified, the Contractor should deliver one (1) MS-Word electronic copy of the final deliverable, and one (1) MS-Word electronic copy of the response to the review comments. Reporting requirements are summarized in Exhibit 1.

NOTE: PARAS policy does not permit the Contractor to send any project-related documents directly to the panel. All documents should be submitted to the Program Officer for distribution.

Item (Section where addressed)	Deadline
Amplified Work Plan (Section 2.5)	15 business days after beginning date of contract
Monthly Progress Report (Section 2.6)	10 business days after the last day of the previous month
Quarterly Progress Report (Section 2.7)	10 business days after the last day of the calendar quarter
Interim Report—if required by work scope (Section 2.8)	As per project schedule

Draft Final Deliverables (Section 2.9)	60 calendar days before contract expiration date
Final Deliverables and Point-by-Point Response to Panel Comments (Section 2.9)	Contract expiration date

Exhibit 1. Reporting Requirements

2.2 Title, Project Statement, and Objectives

A title is specified in the contract for the research, along with a reference to the research project statement, which contains the problem description and the specific objectives of the research. If modifications are proposed to the research objectives, a contract amendment may be required.

2.3 Principal Investigator

An essential consideration in proposal selection is the professional capability and time commitment of the Principal Investigator, who is identified as the individual responsible for successful completion of the project objectives. Written approval must be obtained in advance from the Program Officer before the Contractor assigns the responsibility of the research to another person. Replacement of the Principal Investigator is subject to the approval of the Project Panel and the Program Officer, who may then submit a formal request to the Contracts Officer for a contract modification.

In the event that the Contractor is unable to replace the Principal Investigator, the contract will be terminated. The Contractor should discuss all changes in key personnel with the Program Officer on a timely basis. The Program Officer will coordinate all research activities and panel interactions only with the Principal Investigator.

2.4 Research Plan

Following approval, the research plan from the Contractor's proposal is incorporated into the contract by reference. The project objectives govern and take precedence over the research plan; therefore, it is expected that the Principal Investigator will communicate promptly with the Program Officer when circumstances indicate that the research plan will likely not effectively accomplish the objectives. Any modification to the research plan must be consistent with the project statement and objectives specified in the contract, and advance written approval for proposed modifications must be obtained from the Program Officer. Generally, research plan modifications do not require amending the contract.

2.5 Amplified Work Plan

Included as an attachment to the proposal selection notification letter is the Proposal Review and Recommendations (PR&R) Form that contains general comments on the Contractor's research proposal and suggested modifications. The letter requires the Contractor to provide a point-by-point response to each comment. Contractors shall prepare and submit a response to the PR&R after contract execution.

The Principal Investigator develops an amplified work plan for the proposed research that does the following: (1) incorporate the Contractor's response to the PR&R and all agreed-on changes to the proposed research plan and (2) amplify the approved research plan by providing as much narrative detail as possible and a graphic schedule of events. Unless otherwise specified, one (1) electronic PDF copy of the amplified work plan is to be submitted to the Program Officer for review within 15 business days after the effective date of the executed contract. The amplified work plan (without financial information) may be shared publicly on request to PARAS.

The format for a "progress schedule" to be included in the amplified work plan is illustrated in Exhibit 2. The progress schedule illustrates graphically the status of the project and research tasks, the expenditure of contract funds, and projected estimates of completion percentages. This schedule serves as the basis for monthly and quarterly progress reporting (see Sections 2.6 and 2.7). In Exhibit 2, Figure A, "Overall Project Schedule," shows the planned performance period for each task with a monthly expected overall project percentage completion. Figure B shows the anticipated cumulative expenditures on a monthly basis. Figure C shows the anticipated overall progress as a cumulative percentage by month. An electronic template of the progress schedule shown in Exhibit 2 will be provided to the Contractor to ensure uniform reporting on all PARAS projects. This template may be modified to suit the characteristics of a particular project; however, the resulting modified progress schedule must look similar to and contain the same information as the progress schedule shown in Exhibit 2. Once the events in the amplified work plan develop, the progress schedule requires monthly updating to report current progress (see Section 2.6). The progress schedule must be presented in all PARAS monthly and quarterly progress reports.

2.6 Monthly Progress Report

At the end of each month during the course of the research, the Contractor shall submit by email a two-part report consisting of (1) a single cover letter providing (a) a clear and complete account of the work performed on each task during that month, (b) an outline of the work to be accomplished on each task during the next month, and (c) a description of any problem encountered or anticipated that might affect the completion of the contract within the time and fiscal constraints established in the contract, together with recommended solutions to such problems (or a statement that no problems exist) and (2) a project progress schedule as illustrated in Exhibit 2. The right column of Figure A is used to record the "percentage-complete-to-date" for each major task and the estimate of total project completion at the end of the reporting period to facilitate comparison of planned

activities and actual progress. Figure B records the estimate of funds expended to show the comparative status of estimated and actual costs. Figure C depicts the overall completion status of the project. Line items below the graphs provide supplementary data for Figures B and C.

The progress report must be submitted to the Program Officer **within 10 business days of the last day of the previous month** so that PARAS can meet its responsibility for reporting. A monthly progress report is not required in the month in which a quarterly progress report is due.

The Contractor may not send any documents directly to the panel, unless otherwise directed by the Program Officer.

Supplemental documents or interim deliverables should be provided separately from the monthly progress report.

Progress Schedule

	Planned
	Actual

Research Task	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	% Complete
Overall % Complete																			

Funding

Funds Expended %	
Contract Amount	
Expended This Month	
Total Expended to Date	
Balance	

Exhibit 2. Progress Schedule

2.7 Quarterly Progress Report

The quarterly progress report (QPR) is the principal means for informing the Project Panel and the Program Officer of progress and, as such, QPRs are required from the Contractor and are always prepared on the basis of **calendar quarters**, with periods ending March 31, June 30, September 30, and December 31. The success of the project depends, to a great extent, on how well the QPRs convey to the panel the status and direction of the research so that panel members can provide timely guidance to the Contractor. Contractors should include a table in the quarterly report listing the various project deliverables, the original due date, and the date delivered to aid panel review. If detailed technical information is to be included, it is usually best to provide it as a working paper

separate from the QPR. The Program Officer can provide advice on the most effective way to present information in the QPR.

One (1) electronic PDF copy should be delivered to the Program Officer **within 10 business days of the last day of the quarter**. The QPR is to include the monthly progress schedule illustrated in Exhibit 3 updated for the last month of the quarter. The report and the progress schedule shall be submitted as one document.

The QPR should not be confused with the two-part monthly progress report. The QPR is made up of the project progress schedule (Exhibit 2) and a narrative report on the research being conducted. Certain basic information is required, in the following order:

1st page: Cover to conform with Exhibit 3, master copies of which are supplied to the Contractor.

2nd page: Progress schedule for the month closing out the quarter.

3rd page & beyond: Narrative consisting of:

- An introduction to the report that consists of a summary of the research problem and the project objectives. Information as appropriate may be taken verbatim from the project statement.
- A concise narrative reporting the activities pursued and completed during the report period. This should be detailed enough to indicate clearly the overall accomplishments related to the scheduled plan of activities. Activity descriptions should be related to major tasks listed in the progress schedule.
- A statement regarding the activities to be undertaken during the ensuing period.
- A discussion of any problems encountered or anticipated and suggested resolutions.

SAFE SKIES

National Safe Skies Alliance
Program for Applied Research in Airport Security

Quarterly Progress Report

PARAS Project Title: _____
Project Number: _____
Contractor: _____
Period (Month to Month Year): _____

LIMITED USE DOCUMENT

This Quarterly Progress Report is furnished for review by members of the PARAS Project Panel and is regarded as fully privileged. Dissemination of information included herein must be approved by PARAS.

Project Title | Page 1 of 3

Exhibit 3. Quarterly Progress Report Cover

It is absolutely essential that the Contractor take all steps necessary to ensure complete, correct, and timely reports. The complications arising from failure to do so will negatively affect the evaluation of the Contractor's overall performance and would be taken into consideration in evaluating any proposals from the Contractor on future projects.

Panel comments on the QPR will be collected by the Program Officer and sent to the Contractor. The Contractor will provide a point-by-point response to these comments to the Program Officer within 15 business days of receipt.

2.8 Interim Reports

Most projects call for at least one interim report. These are technically substantive presentations of research results to date for contracts that extend beyond 1 year and are not usually intended for publication. Whenever interim reports are requested, up to fifteen (15) hard copies may be required

as well as one (1) electronic copy in PDF format. They shall be forwarded to the Program Officer by the dates specified in the Contractor's amplified work plan. The Program Officer may specify that only an electronic version is necessary.

2.9 Final Deliverables

2.9.1 Draft Final Deliverables

Not later than 60 calendar days prior to the expiration date of the contract, one (1) electronic copy in PDF format is due to the Program Officer. The draft final deliverables are a compilation of all the deliverables as outlined in the final tasks of the RFP and as discussed in the approved amplified work plan. The Program Officer may specify that an electronic version only will be acceptable.

The final deliverables must be prepared with proper attribution of material from an external source (including the use of copyrighted materials). Contractors are advised to review the Section 5 Preparing and Submitting Final Deliverables early in the process, especially the section on using copyrighted materials. Requesting permission to use copyrighted materials can be a lengthy process and Contractors should plan accordingly.

For further advice, and at any stage in the project, the Contractor should work with the Program Officer to resolve questions concerning preparation of final deliverables.

2.9.2 Panel Comments and Contractor Response

Following review of the draft final deliverables as described in the RFP, comments by the PARAS panel and staff are forwarded to the Contractor. A point-by-point response to these comments must be sent to the Program Officer with the final deliverables as specified in the RFP before the expiration date of the contract. Where the Contractor has made revisions, the response should be cross-referenced to the review comment with the corresponding document and pages. If a revision is not made, a response is still required stating why a revision was not considered appropriate.

2.9.3 Final Deliverables

One (1) electronic copy of the final deliverables, revised in accordance with the reviewers' comments, shall be submitted by the Contractor to the Program Officer not later than the expiration date of the contract. In addition to being embedded in the document, artwork must be provided in a separate file in its native format or a standard cross-program format. More detailed requirements for the electronic files can be found in Section 5.

If a decision is made to publish the final deliverables, PARAS staff carries out all subsequent editorial activities. The Contractor may be called upon for verification or clarification of editorial matters, but is not involved in review of proofs or other parts of the publication process. However, if the document was produced using a program or software that is not available to PARAS editors, the Contractor will be asked to make appropriate edits.

If a decision is made not to publish any of the final deliverables, the Contractor's Final Report may be made available on request or posted on Safe Skies' website. Other measures may be used, as appropriate, to ensure the availability of all details of the research to the PARAS sponsor and other interested parties.

2.10 Other Products

All products of the research, including manuals, videos, and computer software programs and databases, should include appropriate acknowledgments and disclaimers. Although such products are generally handled in a manner similar to the handling of final deliverables, the Contractor should contact the Program Officer for case-specific guidance.

If the Contractor will be producing CDs or DVDs that will be distributed by PARAS, they should have the following language included directly on the CD or DVD label (if possible) or cover:

This software is offered as is, without warranty or promise of support of any kind either expressed or implied. Under no circumstance will the National Safe Skies Alliance, Inc. (Safe Skies) be liable for any loss or damage caused by the installation or operation of this product. Safe Skies makes no representation or warranty of any kind, expressed or implied, in fact or in law, including without limitation, the warranty of merchantability or the warranty of fitness for a particular purpose, and shall not in any case be liable for any consequential or special damages.

CD and DVD content (such as software programs, documentation, spreadsheets, videos, and other material) is generally not edited by PARAS staff; therefore, it is important that CD and DVD content be thoroughly edited and proofed by the Contractor before submission to PARAS. In some instances, PARAS' review of a CD or DVD may result in a request for changes. The Contractor should be prepared to handle such a request if it occurs. For more information on development of CDs and DVDs, see the *Guidance for Preparing Final Deliverables* ([www.sskies.org/Applied Research](http://www.sskies.org/AppliedResearch)).

2.11 Use of Preliminary Research Results

Contractors may wish or be asked to present preliminary research results or status reports at conferences, professional meetings, or other events that are unrelated to the conduct of the research. Any presentation or discussion of research in progress requires explicit authorization from the Program Officer. Project funds shall not be used to support travel or other expenses related to the presentation. If authorized, only information that has been vetted by the Project Panel should be shared.

CHAPTER 3 Performance Requirements

3.1 Contract Period

The effective starting and completion dates of the research are specified in the contract. Costs incurred prior to the starting date or after the completion date are not reimbursed, unless approved in advance by the Contracts Officer, and must be consistent with the eventual executed contract.

3.2 Extensions

Time extensions should be avoided; however, when unforeseen circumstances constitute a valid basis for extending the contract for an additional period at no increase in the contract cost, the Contractor should initiate the request at the earliest practical date, but no later than 30 days prior to contract termination, fully documenting the need by including the following:

- A concise narrative statement explaining the cause of the delay—this statement will be examined by the Program Officer.
- The period for which the extension is requested.
- The unobligated balance of contract funds at the time of the request.
- A revised progress schedule reflecting the additional time period and the way the unobligated balance of contract funds will be allocated.
- The steps taken to ensure completion of the research within the requested extension period.

3.3 Performance History

A Contractor's performance is shared with future Project Panels for their consideration during Contractor selection on future projects.

3.4 Transfer of Research Contract

PARAS contracts are non-transferable except with the written consent of the Contracts Officer.

3.5 Questionnaire/Survey

If a Contractor proposes to send a questionnaire related to the project, the proposed questionnaire and transmittal documents, along with any explanatory materials, must be forwarded to the Program Officer for approval before being distributed. After staff and panel review, the questionnaire will be returned to the Contractor with appropriate comments. An example of a transmittal letter that should accompany such questionnaires is given in Exhibit 4.

ACME CORPORATION

ACME CORPORATION
341 Business Park
Anytown, Anystate 22040

Dear Sir:

Acme Corporation, under the National Safe Skies Alliance's Program for Applied Research in Airport Security, is conducting Project [XXXX, "Project Title."] The objective of this project is to [e.g., develop a guidebook for planning, designing, conducting, and analyzing airport-user surveys].

[Task 1 of this project includes the preparation of a summary of gaps and needs in the current state of knowledge or practice where further research is needed on planning, designing, conducting, and analyzing airport-user surveys. The enclosed questionnaire is intended to (1) identify and describe the various survey purposes, range of methodologies used, and results and (2) describe particular successes, problems, shortcomings, and deficiencies they have encountered.]

The questionnaire has been sent to [airport operators, Metropolitan Planning Organizations, state transportation agencies, and private firms who have had experience in conducting airport-user surveys.]

We realize that you receive many inquiries like this and that they take up a lot of your time, but the success of this project depends on your input. Therefore, we sincerely appreciate your efforts in sharing your experience with others who can benefit from it.

Sincerely,

J.T. Kirk
Research Specialist

Exhibit 4. Sample Letter to Accompany Questionnaire

3.6 Cost Considerations

3.6.1 General

The proposal submitted by the Contractor is included by reference in the contract. Thus, in addition to the specific research objectives outlined in the contract, the Contractor's cost estimates are recognized as being part of the agreement and are incorporated into the contract document. To provide the Principal Investigator with flexibility in the conduct of the research, consistent with the general scheme of the proposal, strict adherence to the original estimate in each category of costs is not required. However, changes in proposed expenditures must be approved by the Program Officer prior to execution.

3.6.2 Maximum Cost

The contract establishes a maximum cost that the Contractor may not exceed. PARAS allocates funds for each project when the annual program is approved. Subsequently, PARAS sets a contract amount at the time that specific research objectives are defined. The Contractor is urged to monitor project expenditures closely to ensure satisfactory conclusion of research within the contract amount.

3.6.3 Withholding

The contract provides for withholding a percentage of the costs that are billed by the Contractor. The withholding is paid to the Contractor following receipt and acceptance of the final deliverables and full compliance with the contract provisions detailed in Article VIII of the contract. The Contracting Officer will advise when withholding will be utilized.

3.6.4 Allowable Costs and Payment

Allowable costs are specified in the contract. Certain of these costs require advance approval, and they are discussed separately below. Questions concerning costs should be submitted promptly for resolution. Vouchers may be submitted no more than once monthly and must conform to PARAS' billing instructions. Details on voucher preparation will be provided to the Contractor. Each voucher is audited upon receipt, and the absence of required documentation will delay reimbursement. Vouchers should be sent to JRAC@sskies.org, with a copy to Jessica Grizzle (Jessica.grizzle@sskies.org).

Do not attach monthly or quarterly progress reports to the vouchers.

3.6.5 Prior Approval of Costs

Advance approval in writing from the Program Officer and/or Contracts Officer is required for the following costs:

- Purchase or fabrication of equipment having a value in excess of \$5,000.

- Travel to scientific or technical meetings.
- International travel.
- Subcontracts for an amount in excess of \$25,000, which may require a modification to the contract. Award of the contract does not confer prior approval.

3.6.6 Travel

Travel supported by PARAS has been grouped into three categories:

1. Trips made routinely for the collection of data and information for inclusion as a substantial part of the research. These trips should be included in the budget.
2. Trips made to approved scientific or technical meetings.
3. International travel. International travel is defined as any travel outside the United States and requires advance approval by Safe Skies' sponsor. Therefore, requests to the Contracts Officer should be submitted well in advance of the planned departure date.

Ordinarily, travel under Category 1 does not require prior approval. However, if the research budget makes no provision for travel, and it is subsequently determined that such travel is required with substantial costs in relation to the budget, an appropriate explanation is to be forwarded promptly to the Program Officer.

Advance authorization is required for Categories 2 and 3. Such travel will ordinarily be limited to the Principal Investigator or other key investigators performing the work under the contract. In submitting a request for this purpose, the following information is required:

- The role of the individual requesting the travel to the meeting.
- The expected contribution of the meeting to the subject research.
- A cost estimate of the travel and the relationship of the costs to the budget.

The following factors will be considered when determining whether attendance at a meeting is directly and specifically in furtherance of the work under the contract:

- The agenda of the meeting includes subjects relating to the contract on which the Principal Investigator is working.
- In the event that attendance involves a personal or other interest in addition to PARAS-related considerations, agreement is to be reached prior to the travel for charging an equitable portion of the related expenses to the contract.

Within 10 working days following the conclusion of the trip, the traveler must submit to the Program Officer a statement of the benefits derived in relation to the subject research.

A trip is directly and specifically related to the performance of the contract if the Principal Investigator is formally invited by PARAS to discuss the research.

3.7 Subcontracts

Subcontracts that are equal to or exceed \$25,000 require advance written approval by the Contracts Officer, even though the concept of subcontracting for materials and/or services may have been approved at the time of Contractor selection. The form of the subcontract agreement should parallel as closely as possible the form of the Contractor's agreement with Safe Skies. If not provided in the proposal, an itemized budget and a statement justifying selection of the particular Subcontractor are required when submitting the subcontract agreement for approval.

3.8 Indirect Rates

Unless utilizing commercial wage rates, Contractors will be asked, prior to contract award, to agree to fix the overhead and other indirect rates for the period of the contract. The contract funding provided for each project will not accommodate any adjustments needed for increases in rates.

3.9 Closeout of Contract

When work is concluded, the following matters require completion prior to final payment:

1. The required copies of the final deliverables are to be submitted in accordance with the terms of the contract and instructions from the Program Officer.
2. The Program Officer notifies the Contractor of receipt of the final deliverables and informs the Contracts Officer to send the Contractor the necessary documents to close out the award. The documents include a Contractor's Release of Claims, Contractor's Assignment of Rebates and Credits, and Inventory of Property and Data.
3. The Contracts Officer prepares and forwards final closeout documents to the Contractor for signature.
4. Upon return of completed closeout documents, the final invoice can be paid.
5. The Program Officer approves payment of the final voucher and forwards this approval to Accounting.
6. All information and data are the property of Safe Skies. Capital purchases that meet the definition of capital equipment specified in the contract are the property of Safe Skies; the Contractor must identify all such capital equipment.

CHAPTER 4 Project Oversight

4.1 Contract Provisions

The PARAS contract provides for monitoring of the research being conducted by the Contractor. Monitoring is maintained throughout the contract period by PARAS staff.

4.2 PARAS Project Panels

Technical guidance for each research project is provided by a Project Panel consisting of experienced practitioners. Liaison representatives may also be provided by cooperating organizations. The functions of each Project Panel are to:

- Develop a plan for the attainment of the objectives of its project, including estimates of total cost and time to achieve them.
- Draft a definite statement of objectives for the project within the funds allotted.
- Review research proposals and select the Contractor.
- Review progress of the research.
- Provide counsel and advice regarding technical aspects of the research.
- Review and evaluate project deliverables (including final deliverables) as to the accomplishment of objectives and suitability for publication.
- Make recommendations regarding continuation of the project, if appropriate.
- Serve as champions by encouraging and facilitating the implementation of the research results.

Panel members, either collectively or individually, do not act as consultants to project investigators. PARAS' policy further specifies that the results of a panel's formal actions can be conveyed to the Contractors **only** through PARAS staff.

4.3 Project Oversight

Project oversight may include meetings at the research site or prearranged visits of the Principal Investigator to another location. An initial site visit may be conducted by the Program Officer at the Principal Investigator's premises after the contract is executed to discuss administrative procedures, performance expectations, and other project-related matters. The Program Officer may request that the Contractor's administrative or financial personnel, or other members of the research team, including Subcontractors, be present. Oversight is a two-way flow of information.

It is desirable for the Principal Investigator to consistently provide information on problems, tasks, methods of data collection or investigating, methods of analysis, progress to date, future plans, and substantive results, especially when a decision or guidance from the Project Panel is needed. The Program Officer will examine the methodology and accomplishments to ensure that the research is on schedule in terms of both progress and spending and that it is being conducted in accordance

with the approved research plan. Substantive changes that occur at any time during the research may require a contract modification.

Visits or contacts to Principal Investigators by persons other than responsible program staff have no official status with respect to project oversight or to contract matters.

Likewise, miscellaneous visits or contacts by Principal Investigators with members of panels or committees have no official status with respect to contract matters, including execution of the research plan. Direct contact between the Contractor and Project Panel members with regard to the research is not permitted.

CHAPTER 5 Preparing and Submitting Final Deliverables

5.1 General

The acceptability of final deliverables depends on three criteria: (1) fulfillment of project objectives as set forth in the contract, (2) adequacy of documentation, and (3) clarity of presentation. Deliverables shall be complete in all their parts, organized appropriately to serve their purposes, accurate in matters of fact and documentation, consistent with Safe Skies policy on attribution of sources and use of copyrighted material, and edited for basic uniformities of style and usage. Furthermore, all text and artwork should be suitable for publication with minimal editing on Safe Skies' part so as to reduce the need for extensive modifications that will delay publication and may result in unintended changes of meaning. General guidelines for preparing and submitting your final documents include:

- Prepare and submit the document on the MS Word template provided by the Program Officer.
- Ensure compliance with the technical editing standards outlined in Section 5.3.
- Include artwork (e.g., tables, figures, images, etc.) appropriately within the document and in separate electronic files.
 - Provide native file formats when appropriate (e.g., Excel graphs, Visio diagrams).
 - Provide images in the highest possible resolution.
 - Format all tables similarly throughout the document.
- Cite all references according to the Chicago Manual of Style. Check that every reference in the text is consistent with the reference list at the end of the document.
- Obtain permissions for use of copyrighted materials as outlined in Section 5.2.
- Submit electronic files by email. Large documents (over 10 MB) may need to be split into separate files.

5.2 Copyright and Permissions

It is Safe Skies policy that permission to publish must be obtained from the copyright holder of any graphic image, table, or section of text that exceeds accepted standards of fair use and that will be included in a Safe Skies/PARAS publication or posted on the public section of the website in any form.

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5.3 Standards for Technical Editing

The contractor is responsible for editing the deliverables to be publication ready. The following standards are expected to have been completed before the final deliverables are submitted:

- Document has been edited for overall clarity of content, flow, and organization to ensure information is conveyed accurately and logically.
- Questions on terminology use, inconsistencies, need for copyright permissions for content and artwork, and unclear or missing content have been resolved.
- Style and deliverable requirements provided in the MS Word Template have been followed.
- Consistent styles for capitalization, hyphenation, and other items not covered in Chapter 5 of the PARAS Contractor Procedural Manual are established and have been followed.
- Text reads as if written by one author.
- Proper tone is used for the intended audience.
- Tables, graphs, and other figures incorporate best presentation practices and have been reviewed and revised to ensure consistency with text.
- Tables and figures have captions and are called out in the text.
- Redundancy, awkward construction, wordiness, excessive use of passive voice, potentially offensive language, and jargon have been eliminated.
- Cross references within the text have been checked.
- Grammar, spelling, punctuation, and usage errors have been corrected.
- Reference citations have been checked to ensure accuracy, completeness, and consistency.
- List of abbreviations and acronyms has been created.
- Acronyms, abbreviations, and initialisms are defined upon first use