

PROGRAM:	409-S									
TITLE:	NCA Customer Satisfaction Surveys									
TERM:	Date of Award through August 31, 2027		Advantage Mailing LLC - Anaheim		DCG ONE		Inform Notice Knowledge		Ironmark LLC	
	Reviewed by TC 8/6/26	BASIS OF	Anaheim, CA		Upper Marlboro, MD		Omaha, NE		New Albany, IN	
ITEM NO.	DESCRIPTION	AWARD	UNIT RATE	COST	UNIT RATE	COST	UNIT RATE	COST	UNIT RATE	COST
I.	PROOFS AND PRIOR TO PRODUCTION SAMPLES:									
(a)	PDF soft proofs.....per page-size unit	1,692	\$1.00	\$1,692.00	\$5.00	\$8,460.00	\$0.50	\$846.00	\$25.00	\$42,300.00
(b)	Prior to production samples.....per order	2	\$2,500.00	\$5,000.00	\$2,500.00	\$5,000.00	\$100.00	\$200.00	\$50.00	\$100.00
II.	PRINTING/IMAGING, BINDING, AND CONSTRUCTION:									
(a)	Makeready/setup charge.....per order	8	\$2,500.00	\$20,000.00	\$2,000.00	\$16,000.00	\$50.00	\$400.00	\$200.00	\$1,600.00
(b)	Survey Cover/Invitation Letters: Printing/imaging in black only, including binding.....per 1,000 letters	146	\$64.65	\$9,438.90	\$185.00	\$27,010.00	\$80.00	\$11,680.00	\$65.50	\$9,563.00
(c)	Survey Booklets: Printing and imaging in black only, including binding.....per 1,000 pages	1,010	\$34.82	\$35,168.20	\$150.00	\$151,500.00	\$139.50	\$140,895.00	\$85.00	\$85,850.00
(d)	Stuffer Sheets: Printing in black only.....per 1,000 sheets	2	\$1,250.00	\$2,500.00	\$1,000.00	\$2,000.00	\$50.00	\$100.00	\$60.00	\$120.00
(e)	Postcards: Printing and imaging in black only, including binding.....per 1,000 postcards	123	\$150.05	\$18,456.15	\$175.00	\$21,525.00	\$150.00	\$18,450.00	\$187.00	\$23,001.00
(f)	Inbound BRM Envelopes: Printing in black only, including construction.....per 1,000 envelopes	129	\$109.66	\$14,146.14	\$225.00	\$29,025.00	\$75.00	\$9,675.00	\$42.00	\$5,418.00
(g)	Outbound Envelopes (4-1/8 x 9-1/2"): Printing in black only, including construction.....per 1,000 envelopes	16	\$127.94	\$2,047.04	\$225.00	\$3,600.00	\$85.00	\$1,360.00	\$28.00	\$448.00
(h)	Outbound Env (6 x 9-1/2"): Printing in black only, including construction.....per 1,000 envelopes	129	\$121.05	\$15,615.45	\$250.00	\$32,250.00	\$90.00	\$11,610.00	\$53.00	\$6,837.00
III.	GATHERING, INSERTING, PACKING, AND DISTRIBUTION:									
1	<i>Prior to Production Samples and Live Production Samples:</i>									
	Packing and sealing shipping containers.....per container	5	\$100.00	\$500.00	\$100.00	\$500.00	\$10.00	\$50.00	\$100.00	\$500.00
2	<i>Mailing:</i>									
(a)	Mailers (4-1/8 x 9-1/2").....per 1,000 mailers	16	\$100.00	\$1,600.00	\$214.00	\$3,424.00	\$65.00	\$1,040.00	\$64.50	\$1,032.00
(b)	Mailers (6 x 9-1/2").....per 1,000 mailers	129	\$90.90	\$11,726.10	\$125.00	\$16,125.00	\$35.00	\$4,515.00	\$190.00	\$24,510.00
(c)	Postcards.....per 1,000 postcards	123	\$45.45	\$5,590.35	\$75.00	\$9,225.00	\$20.00	\$2,460.00	\$60.00	\$7,380.00
	CONTRACTOR TOTALS			\$143,480.33		\$325,644.00		\$203,281.00		\$208,659.00
	DISCOUNT		0.25% / 20 days	\$358.70	0%	\$0.00	1.0% / 15 days	\$0.00	0.5% / 15 days	\$0.00
	DISCOUNTED TOTALS			\$143,121.63		\$325,644.00		\$203,281.00		\$208,659.00

PROGRAM:	409-S									
TITLE:	NCA Customer Satisfaction Surveys									
TERM:	Date of Award through August 31, 2027									
	Reviewed by TC 8/6/26	BASIS OF		Kessler Creative Jacksonville, FL		NPC, Inc. Claysburg, PA				
ITEM NO.	DESCRIPTION	AWARD	UNIT RATE	COST	UNIT RATE	COST				
I.	PROOFS AND PRIOR TO PRODUCTION SAMPLES:									
(a)	PDF soft proofs.....per page-size unit	1,692	\$2.00	\$3,384.00	\$5.00	\$8,460.00				
(b)	Prior to production samples.....per order	2	\$50.00	\$100.00	\$100.00	\$200.00				
II.	PRINTING/IMAGING, BINDING, AND CONSTRUCTION:									
(a)	Makeready/setup charge.....per order	8	\$50.00	\$400.00	\$1,300.00	\$10,400.00				
(b)	Survey Cover/Invitation Letters: Printing/imaging in black only, including binding.....per 1,000 letters	146	\$65.00	\$9,490.00	\$62.90	\$9,183.40				
(c)	Survey Booklets: Printing and imaging in black only, including binding.....per 1,000 pages	1,010	\$85.00	\$85,850.00	\$43.48	\$43,914.80				
(d)	Stuffer Sheets: Printing in black only.....per 1,000 sheets	2	\$140.00	\$280.00	\$109.97	\$219.94				
(e)	Postcards: Printing and imaging in black only, including binding.....per 1,000 postcards	123	\$79.00	\$9,717.00	\$57.77	\$7,105.71				
(f)	Inbound BRM Envelopes: Printing in black only, including construction.....per 1,000 envelopes	129	\$69.00	\$8,901.00	\$47.00	\$6,063.00				
(g)	Outbound Envelopes (4-1/8 x 9-1/2"): Printing in black only, including construction....per 1,000 envelopes	16	\$47.00	\$752.00	\$47.00	\$752.00				
(h)	Outbound Env (6 x 9-1/2"): Printing in black only, including construction....per 1,000 envelopes	129	\$71.00	\$9,159.00	\$53.00	\$6,837.00				
III.	GATHERING, INSERTING, PACKING, AND DISTRIBUTION:									
1	<i>Prior to Production Samples and Live Production Samples:</i>									
	Packing and sealing shipping containers.....per container	5	\$25.00	\$125.00	\$10.00	\$50.00				
2	<i>Mailing:</i>									
(a)	Mailers (4-1/8 x 9-1/2").....per 1,000 mailers	16	\$30.00	\$480.00	\$100.83	\$1,613.28				
(b)	Mailers (6 x 9-1/2").....per 1,000 mailers	129	\$40.00	\$5,160.00	\$151.25	\$19,511.25				
(c)	Postcards.....per 1,000 postcards	123	\$10.00	\$1,230.00	\$286.68	\$35,261.64				
	CONTRACTOR TOTALS			\$135,028.00		\$149,572.02				
	DISCOUNT		0%	\$0.00	0.25% / 20 days	\$373.93				
	DISCOUNTED TOTALS			\$135,028.00		\$149,198.09				

AWARDED



July 28, 2026

This is Amendment No. 1. The specifications in our invitation for bids on Program 409-S, scheduled for opening at 11:00 a.m., on August 5, 2026, are amended as follows:

1. The bid opening date remains August 5, 2026.
2. On page 14 of 29, under “GOVERNMENT TO FURNISH,” the distribution (mailing) list requirement is changed as follows: Delete the paragraph regarding the distribution (mailing) list in its entirety, and in its place, insert the following:

Distribution (mailing) list will be furnished as a Microsoft Excel (current or near version) file via contractor-hosted SFTP. The files will be clearly named to indicate which file is associated with which survey. The mailing list may not be furnished with the print order and furnished files; however, it will be furnished no less than five (5) workdays prior to each mailing required for the order. NOTE: The Legacy Study and the Pilot study have different distribution lists.

3. On page 15 of 29, under “PROOFS,” add the following note: “NOTE: PDF soft proofs will be required on the orders for Cohort 1/Wave 1 and Cohorts 2/3/Wave 1 for both the Legacy Study and the Pilot Study for both English and Spanish versions; however, the ordering agency may require proofs on other orders issued throughout the term of the contract.
4. On page 15 of 29, under “PRIOR TO PRODUCTION SAMPLES,” the requirement for the samples is changed as follows: Delete “(First Order Only),” and in its place, insert: Prior to production samples will be required on the orders for Cohort 1/Wave 1 and Cohorts 2/3/Wave 1 for both the Legacy Study and the Pilot Study for both English and Spanish versions.
5. On page 16 of 29, under “LIVE PRODUCTION SAMPLES,” the following changes are made:
 - Live production samples will be required on the orders for Cohort 1/Wave 1 and Cohorts 2/3/Wave 1 for both the Legacy Study and the Pilot Study.
 - The quantity requirement is changed to 15 samples each of the cover letter, invitation letter, and four (4) different survey booklets for both the English and Spanish versions, as applicable to the print order.
 - Samples are to be mailed (reimbursable) at the most economical rate.



6. On page 17 of 29, under “STOCK/PAPER,” the name of the stock for the Inbound BRM Envelopes and the Outbound Envelopes (4-1/8 x 9-1/2”) is specified incorrectly. Delete “White Writing Envelopes,” and in their places, insert “White Writing Envelope.”
7. On page 18 of 29, under “PRINTING AND VARIABLE IMAGING, *Inbound BRM Envelopes*,” insert the following note: NOTE: The Inbound BRM Envelopes for Cohort 1 differ from Cohorts 2/3.
8. On page 19 of 29, under “GATHERING AND INSERTING, *Pilot Study, Wave 3*,” the size of the outbound envelope required for all four surveys (NC, STVC, MPS, and FD) is 6 x 9-1/2”.
9. On page 23 of 29, under “DISTRIBUTION, *Coding Accuracy Support System (CASS) and National Change of Address (NCOA)*,” delete the following requirement:

Once a mailing list is received by the contractor, an output file must be created containing each mailing participant. The contents of the output file must be approved/verified by VA before proceeding to CASS and NCOA cleaning. To do this operation, the output file must be transmitted electronically to the VA so they can verify that the contractor has received the full contents of the address file. Output file must be a MS Excel file sent via contractor-hosted SFTP.

10. On page 26 of 29, under “SECTION 3. – DETERMINATION OF AWARD,” the estimate for line item I.(a) is changed from 1,466 to 1,692.
11. On page 26 of 29, under “SECTION 3. – DETERMINATION OF AWARD,” the estimate for line item I.(b) is changed from 1 to 2.
12. On page 28 of 29, under “III. GATHERING, INSERTING, PACKING, AND DISTRIBUTION,” the following change is made:

Delete: 1. *Bulk Shipments (other than by mail):*

And its place, insert the following: 1. *Prior to Production Samples and Live Production Samples:*

All other specifications remain the same.



Amended bid or acknowledgement of amendment must be submitted using the method specified in the solicitation for bid submission. Telephone or facsimile submission is not acceptable.

BIDDER MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT PRIOR TO BID OPENING. Failure to acknowledge receipt of amendment, by amendment number, prior to bid opening time, may be reason for bid being declared nonresponsive.

Sincerely,

JENNIFER YARBROUGH
Contracting Officer

U.S. GOVERNMENT PUBLISHING OFFICE
Government Publishing & Print Procurement

GENERAL TERMS, CONDITIONS, AND SPECIFICATIONS

For the Procurement of

NCA Customer Satisfaction Surveys

as requisitioned from the U.S. Government Publishing Office (GPO) by the

U.S. Department of Veterans Affairs (VA)

Single Award

CONTRACT TERM: The term of this contract is for the period beginning Date of Award (for September 2026) and ending August 31, 2027, plus up to four (4) optional 12-month extension periods that may be added in accordance with the “OPTION TO EXTEND THE TERM OF THE CONTRACT” clause in SECTION 1 of this contract.

BID OPENING: Bids shall be opened virtually at 11:00 a.m. Eastern Time (ET) on August 5, 2026, at the U.S. Government Publishing Office. All parties interested in attending the bid opening shall email bids@gpo.gov one (1) hour prior to the bid opening date and time to request a Microsoft Teams live stream link. This must be a separate email from the bid submission. The link will be emailed prior to the bid opening.

BID SUBMISSION: Bidders must email bids to bids@gpo.gov for this solicitation. No other method of bid submission will be accepted at this time. The program number and bid opening date must be specified in the subject line of the emailed bid submission. Bids received after the bid opening date and time specified above will not be considered for award.

THIS IS A NEW PROGRAM. THERE IS NO ABSTRACT AVAILABLE.

For information of a technical nature, contact Stacy Bindernagel at sbindernagel@gpo.gov or (202) 512-2103.

SECTION 1. – GENERAL TERMS AND CONDITIONS

GPO CONTRACT TERMS: Any contract which results from this Invitation for Bid will be subject to the applicable provisions, clauses, and supplemental specifications of GPO Contract Terms (GPO Publication 310.2, effective December 1, 1987 (Rev 01-18)) and GPO Contract Terms, Quality Assurance through Attributes Program for Printing and Binding (GPO Publication 310.1, effective May 1979 (Rev. 09-19)).

GPO Contract Terms (GPO Publication 310.2) – <https://www.gpo.gov/docs/default-source/forms-and-standards-files-for-vendors/contractterms2018.pdf>.

GPO QATAP (GPO Publication 310.1) – <https://www.gpo.gov/docs/default-source/forms-and-standards-files-for-vendors/qatap-rev-09-19.pdf>.

SUBCONTRACTING: The predominant production function is printing, variable imaging, and disposal of waste materials. Bidders who must subcontract the predominant production functions will be declared non-responsible.

QUALITY ASSURANCE LEVELS AND STANDARDS: The following levels and standards shall apply to these specifications:

Product Quality Levels:

- (a) Printing (page related) Attributes – Level III.
- (b) Finishing (item related) Attributes – Level III.

Inspection Levels (from ANSI/ASQC Z1.4):

- (a) Nondestructive Tests – General Inspection Level I.
- (b) Destructive Tests – Special Inspection Level S-2.

Specified Standards: The specified standards for the attributes requiring them shall be:

<u>Attribute</u>	<u>Specified Standard</u>
P-7. Type Quality and Uniformity	O.K. Prior to Production Samples/Average type dimension

Prior to award, contractor may be required to provide information related to specific equipment that will be used for production.

OPTION TO EXTEND THE TERM OF THE CONTRACT: The Government has the option to extend the term of this contract for a period of 12 months by written notice to the contractor not later than 30 days before the contract expires. If the Government exercises this option, the extended contract shall be considered to include this clause, except, the total duration of the contract may not exceed five (5) years as a result of, and including, any extension(s) added under this clause. Further extension may be negotiated under the “EXTENSION OF CONTRACT TERM” clause. See also “ECONOMIC PRICE ADJUSTMENT” for authorized pricing adjustment(s).

EXTENSION OF CONTRACT TERM: At the request of the Government, the term of any contract resulting from this solicitation may be extended for such period of time as may be mutually agreeable to the GPO and the contractor.

ECONOMIC PRICE ADJUSTMENT: The pricing under this contract shall be adjusted in accordance with this clause, provided that in no event will any pricing adjustment be made that would exceed the maximum permissible under any law in effect at the time of the adjustment. There will be no adjustment for orders placed during the first period specified below. Pricing will thereafter be eligible for adjustment during the second and any succeeding performance period(s). For each performance period after the first, a percentage figure will be calculated as described below and that figure will be the economic price adjustment for that entire next period. Pricing adjustments under this clause are not applicable to reimbursable postage or transportation costs, or to paper, if paper prices are subject to adjustment by separate clause elsewhere in this contract.

For the purpose of this clause, performance under this contract will be divided into successive periods. The first period will extend from Date of Award to August 31, 2027, and the second and any succeeding period(s) will extend for 12 months from the end of the last preceding period, except that the length of the final period may vary. The first day of the second and any succeeding period(s) will be the effective date of the economic price adjustment for that period.

Pricing adjustments in accordance with this clause will be based on changes in the seasonally adjusted “Consumer Price Index For All Urban Consumers - Commodities Less Food” (Index) published monthly in the CPI Detailed Report by the U.S. Department of Labor, Bureau of Labor Statistics.

The economic price adjustment will be the percentage difference between Index averages as specified in this paragraph. An index called the variable index will be calculated by averaging the monthly Indexes from the 12-month interval ending three (3) months prior to the beginning of the period being considered for adjustment. This average is then compared to the average of the monthly Indexes for the 12-month interval ending May 31, 2026, called the base index. The percentage change (plus or minus) of the variable index from the base index will be the economic price adjustment for the period being considered for adjustment.

The Government will notify the contractor by contract modification specifying the percentage increase or decrease to be applied to invoices for orders placed during the period indicated. The contractor shall apply the percentage increase or decrease against the total price of the invoice less reimbursable postage or transportation costs and separately adjusted paper prices. Payment discounts shall be applied after the invoice price is adjusted.

SECURITY WARNING: It is the contractor’s responsibility to properly safeguard personally identifiable information (PII) from loss, theft, or inadvertent disclosure and to immediately notify the Government of any loss/theft/disclosure of personally identifiable information. PII is “information which can be used to distinguish or trace an individual’s identity, such as their name, social security number, biometric records, etc., alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother’s maiden name, etc.” (Ref.: OMB Memorandum 07-16.) Other specific examples of PII include, but are not limited to:

- (a) Personal identification number, such as passport number, driver’s license number, taxpayer identification number, or financial account or credit card number;
- (b) Address information, such as street address or personal email address; and,
- (c) Personal characteristics, including photographic image (especially of face or other distinguishing characteristic), fingerprints, handwriting, or other biometric image or template data (e.g., retina scans, voice signature, facial geometry).

The PII for this contract consists of the recipients’ names and mailing addresses.

SECURITY REQUIREMENTS: As detailed in VA Handbook 6500.6, the following security clauses apply to this contract and are enforceable as part of this contract.

NOTE: All references to “contractors” (plural) are to be disregarded. This program is a single award and will be awarded to one (1) contractor. All references to “subcontractor,” “subcontracts,” and “subcontracting” in these security requirements are to be in compliance with the requirements specified under “SUBCONTRACTING.” The terms “business day” and “workday” are used interchangeably throughout these specifications.

1. GENERAL.

Contractors, contractor personnel, subcontractors and subcontractor personnel will be subject to the same federal laws, regulations, standards, VA directives and handbooks, as VA personnel regarding information and information system security and privacy.

2. VA INFORMATION CUSTODIAL LANGUAGE.

- a. The Government shall receive unlimited rights to data/intellectual property first produced and delivered in the performance of this contract or order (hereinafter “contract”) unless expressly stated otherwise in this contract. This includes all rights to source code and all documentation created in support thereof. The primary clause used to define Government and Contractor data rights is FAR 52.227-14 *Rights in Data – General*. The primary clause used to define computer software license (not data/intellectual property first produced under this contract or order) is FAR 52.227-19, *Commercial Computer Software License*.
- b. Information made available to the contractor by VA for the performance or administration of this contract will be used only for the purposes specified in the service agreement, SOW, PWS, PD, and/or contract. The contractor shall not use VA information in any other manner without prior written approval from a VA Contracting Officer (CO). The primary clause used to define Government and Contractor data rights is FAR 52.227-14 *Rights in Data – General*.
- c. VA information will not be co-mingled with any other data on the contractor’s information systems or media storage systems. The contractor shall ensure compliance with Federal and VA requirements related to data protection, data encryption, physical data segregation, logical data segregation, classification requirements and media sanitization.
- d. VA reserves the right to conduct scheduled or unscheduled audits, assessments, or investigations of contractor Information Technology (IT) resources to ensure information security is compliant with Federal and VA requirements. The contractor shall provide all necessary access to records (including electronic and documentary materials related to the contracts and subcontracts) and support (including access to contractor and subcontractor staff associated with the contract) to VA, VA’s Office Inspector General (OIG), and/or Government Accountability Office (GAO) staff during periodic control assessments, audits, or investigations.
- e. The contractor may only use VA information within the terms of the contract and applicable Federal law, regulations, and VA policies. If new Federal information security laws, regulations or VA policies become applicable after execution of the contract, the parties agree to negotiate contract modification and adjustment necessary to implement the new laws, regulations, and/or policies.
- f. The contractor shall not make copies of VA information except as specifically authorized and necessary to perform the terms of the contract. If copies are made for restoration purposes, after the restoration is complete, the copies shall be destroyed in accordance with VA Directive 6500, VA Cybersecurity Program and VA Information Security Knowledge Service.

- g. If a Veterans Health Administration (VHA) contract is terminated for default or cause with a business associate, the related local Business Associate Agreement (BAA) shall also be terminated and actions taken in accordance with VHA Directive 1605.05, Business Associate Agreements. If there is an executed national BAA associated with the contract, VA will determine what actions are appropriate and notify the contractor.
- h. The contractor shall store and transmit VA sensitive information in an encrypted form, using VA-approved encryption tools which are, at a minimum, Federal Information Processing Standards (FIPS) 140-2, Security Requirements for Cryptographic Modules (or its successor) validated and in conformance with VA Information Security Knowledge Service requirements. The contractor shall transmit VA sensitive information using VA approved Transport Layer Security (TLS) configured with FIPS based cipher suites in conformance with National Institute of Standards and Technology (NIST) 800-52, Guidelines for the Selection, Configuration and Use of Transport Layer Security (TLS) Implementations.
- i. The contractor's firewall and web services security controls, as applicable, shall meet or exceed VA's minimum requirements.
- j. Except for uses and disclosures of VA information authorized by this contract for performance of the contract, the contractor may use and disclose VA information only in two situations: (i) in response to a qualifying order of a court of competent jurisdiction after notification to VA CO (ii) with written approval from the VA CO. The contractor shall refer all requests for, demands for production of or inquiries about, VA information and information systems to the VA CO for response.
- k. Notwithstanding the provision above, the contractor shall not release VA records protected by Title 38 U.S.C. § 5705, Confidentiality of medical quality-assurance records and/or Title 38 U.S.C. § 7332, Confidentiality of certain medical records pertaining to drug addiction, sickle cell anemia, alcoholism or alcohol abuse or infection with Human Immunodeficiency Virus (HIV). If the contractor is in receipt of a court order or other requests for the above-mentioned information, the contractor shall immediately refer such court order or other requests to the VA CO for response.
- l. Information made available to the contractor by VA for the performance or administration of this contract or information developed by the contractor in performance or administration of the contract will be protected and secured in accordance with VA Directive 6500 and Identity and Access Management (IAM) Security processes specified in the VA Information Security Knowledge Service.
- m. Any data destruction done on behalf of VA by a contractor shall be done in accordance with National Archives and Records Administration (NARA) requirements as outlined in VA Directive 6300, Records and Information Management, VA Handbook 6300.1, Records Management Procedures, and applicable VA Records Control Schedules.
- n. The contractor shall provide its plan for destruction of all VA data in its possession according to VA Directive 6500 and NIST 800-88, *Guidelines for Media Sanitization* prior to termination or completion of this contract. If directed by the COR/CO, the contractor shall return all Federal Records to VA for disposition.
- o. Any media, such as paper, magnetic tape, magnetic disks, solid state devices or optical discs that is used to store, process, or access VA information that cannot be destroyed shall be returned to VA. The contractor shall hold the appropriate material until otherwise directed by the Contracting Officer's Representative (COR) or CO. Items shall be returned securely via VA-approved methods. VA sensitive information must be transmitted utilizing VA-approved encryption tools which are validated under FIPS 140-2 (or its successor) and NIST 800-52. If mailed, the contractor shall send via a trackable method (USPS, UPS, FedEx, etc.) and immediately provide the COR/CO with the tracking information. Self-certification by the contractor that the data destruction requirements above have been met shall be sent to the COR/CO within 30 business days of termination of the contract.

- p. All electronic storage media (hard drives, optical disks, CDs, back-up tapes, etc.) used to store, process or access VA information will not be returned to the contractor at the end of lease, loan, or trade-in. Exceptions to this paragraph will only be granted with the written approval of the VA CO.

3. ACCESS TO VA INFORMATION AND VA INFORMATION SYSTEMS. This section applies when any person requires access to information made available to the contractor by VA for the performance or administration of this contract or information developed by the contractor in performance or administration of the contract.

- a. A contractor/subcontractor shall request logical (technical) or physical access to VA information and VA information systems for their employees and subcontractors only to the extent necessary to perform the services specified in the solicitation or contract. This includes indirect entities, both affiliate of contractor/subcontractor and agent of contractor/subcontractor.
- b. Contractors and subcontractors shall sign the VA Information Security Rules of Behavior (ROB) (see Attachment 1, following the Exhibits) before access is provided to VA information and information systems (see Section 4, Training, below). The ROB contains the minimum user compliance requirements and does not supersede any policies of VA facilities or other agency components which provide higher levels of protection to VA's information or information systems. Users who require privileged access shall complete the VA elevated privilege access request processes before privileged access is granted.
- c. All contractors and subcontractors working with VA information are subject to the same security investigative and clearance requirements as those of VA appointees or employees who have access to the same types of information. The level and process of background security investigations for contractors shall be in accordance with VA Directive and Handbook 0710, *Personnel Suitability and Security Program*. The Office of Human Resources and Administration/Operations, Security and Preparedness (HRA/OSP) is responsible for these policies and procedures. Contract personnel who require access to classified information or information systems shall have an appropriate security clearance. Verification of a Security Clearance shall be processed through the Special Security Officer located in HRA/OSP. Contractors shall conform to all requirements stated in the National Industrial Security Program Operating Manual (NISPOM).
- d. All contractors and subcontractors shall comply with conditions specified in VAAR 852.204-71(d); Contractor operations required to be in United States. All contractors and subcontractors working with VA information must be permanently located within a jurisdiction subject to the law of the United States or its Territories to the maximum extent feasible. If services are proposed to be performed abroad the contractor must state where all non-U.S. services are provided. The contractor shall deliver to VA a detailed plan specifically addressing communications, personnel control, data protection and potential legal issues. The plan shall be approved by the COR/CO in writing prior to access being granted.
- e. The contractor shall notify the COR/CO in writing immediately (no later than 24 hours) after personnel separation or occurrence of other causes. Causes may include the following:
 - (1) Contractor/subcontractor personnel no longer has a need for access to VA information or VA information systems.
 - (2) Contractor/subcontractor personnel are terminated, suspended, or otherwise has their work on a VA project discontinued for any reason.
 - (3) Contractor believes their own personnel or subcontractor personnel may pose a threat to their company's working environment or to any company-owned property. This includes contractor-owned assets, buildings, confidential data, customers, employees, networks, systems, trade secrets and/or VA data.
 - (4) Any previously undisclosed changes to contractor/subcontractor background history are brought to light, including but not limited to changes to background investigation or employee record.

- (5) Contractor/subcontractor personnel have their authorization to work in the United States revoked.
- (6) Agreement by which contractor provides products and services to VA has either been fulfilled or terminated, such that VA can cut off electronic and/or physical access for contractor personnel.
- f. In such cases of contract fulfillment, termination, or other causes; the contractor shall take the necessary measures to immediately revoke access to VA network, property, information, and information systems (logical and physical) by contractor/subcontractor personnel. These measures include (but are not limited to): removing and then securing Personal Identity Verification (PIV) badges and PIV – Interoperable (PIV-I) access badges, VA-issued photo badges, credentials for VA facilities and devices, VA-issued laptops, and authentication tokens. Contractors shall notify the appropriate VA COR/CO immediately to initiate access removal.
- g. Contractors/subcontractors who no longer require VA accesses will return VA-issued property to VA. This property includes (but is not limited to): documents, electronic equipment, keys, and parking passes. PIV and PIV-I access badges shall be returned to the nearest VA PIV Badge Issuance Office. Once they have had access to VA information, information systems, networks and VA property in their possessions removed, contractors shall notify the appropriate VA COR/CO.

PREAWARD SURVEY: In order to determine the responsibility of the contractor or any subcontractor, the Government reserves the right to conduct an on-site preaward survey at the contractor's/subcontractor's facility or to require other evidence of technical, production, managerial, financial, and similar abilities to perform, prior to the award of a contract. As part of the financial determination, the contractor in line for award may be required to provide one or more of the following financial documents:

- 1) Most recent profit and loss statement
- 2) Most recent balance sheet
- 3) Statement of cash flows
- 4) Current official bank statement
- 5) Current lines of credit (with amounts available)
- 6) Letter of commitment from substrate supplier(s)
- 7) Letter of commitment from any subcontractor

The documents will be reviewed to validate that adequate financial resources are available to perform the contract requirements. Documents submitted will be kept confidential and used only for the determination of responsibility by the Government. Failure to provide the requested information in the time specified by the Government may result in the Contracting Officer not having adequate information to reach an affirmative determination of responsibility.

PREAWARD PRODUCTION PLANS: As part of the preaward survey, the contractor must present, in writing, to the Contracting Officer within three (3) workdays of being notified to do so by the Contracting Officer or his/her representative, a detailed plan consisting of the below requirements. The workday after notification to submit will be the first day of the schedule.

If the Government requests additional information after review of the plans, the contractor must submit updated plans within two (2) workdays of request. After reviewing the updated plans, it is at the Contracting Officer's discretion to allow additional revisions/updates.

These proposed plans are subject to review and approval by the Government, and award will not be made prior to approval of same. The Government reserves the right to waive some or all of these plans.

Security Control Plan: The contractor shall operate and maintain an effective security system whereby materials used to perform the contract are manufactured and/or stored (e.g., while awaiting distribution or disposal) so as to ensure against theft and/or the unauthorized possession of the materials. The contractor is cautioned that Government provided information shall not be used for non-government business. Specifically, Government information shall not be used for the benefit of a third party.

The Government retains the right to conduct on-site security reviews at any time during the term of the contract.

At a minimum, the plan shall explain the following:

1. How Government files (data) will be secured to prevent disclosure to a third party prior to and after termination of contract;
2. How all accountable materials will be handled throughout all phases of production;
3. How the disposal of waste materials will be handled (see “*Disposal of Waste Materials*” below); and,
4. How all applicable Government-mandated security/privacy/rules and regulations as cited in this contract shall be adhered to by the contractor and/or subcontractor(s).

Disposal of Waste Materials – The contractor is required to demonstrate how all waste materials used in the production of sensitive records will be definitively destroyed (ex., burning, pulping, shredding, macerating, or other suitable similar means). Electronic Records must be definitively destroyed in a manner that renders the information unrecognizable and beyond reconstruction (i.e., the resulting particles must be small enough that they cannot be pieced back together to recover the original data and used in an inappropriate manner in violation of law and regulations). Sensitive records are records that are national security classified or exempted from disclosure by statute, including the Privacy Act or regulation.

If shredding, the contractor, at a minimum, must cross-cut shred all documents as follows: cross-cut, $\leq 10 \text{ mm}^2$ particles, width $\leq 1 \text{ mm}$.

All documents to be destroyed cannot leave the security of the building and must be destroyed at contractor’s printing site. The contractor must specify the method planned to dispose of the material. Subcontracting is not allowed.

POSTAWARD CONFERENCE/KICK-OFF MEETING: Unless waived by the Contracting Officer, the total requirements of the job as indicated in these specifications will be reviewed by Government representatives with the contractor’s representatives at the U.S. Government Publishing Office, Washington, DC, immediately after award. At the option of the Government, the postaward conference may be held via teleconference. Person(s) that the contractor deems necessary for the successful implementation of the contract must be in attendance.

ASSIGNMENT OF JACKETS, PURCHASE AND PRINT ORDERS: A GPO jacket number will be assigned and a purchase order issued to the contractor to cover work performed. The purchase order will be supplemented by an individual print order for each job placed with the contractor. The print order, when issued, will indicate the quantity to be produced and any other information pertinent to the particular order.

ORDERING: Items to be furnished under the contract shall be ordered by the issuance of print orders by the Government. Orders may be issued under the contract from Date of Award through August 31, 2027, plus for such additional period(s) as the contract is extended. All print orders issued hereunder are subject to the terms and conditions of the contract. The contract shall control in the event of conflict with any print order. A print order shall be “issued” upon notification by the Government for purposes of the contract when it is electronically transmitted or otherwise physically furnished to the contractor in conformance with the schedule.

REQUIREMENTS: This is a requirements contract for the items and for the period specified herein. Shipment/delivery of items or performance of work shall be made only as authorized by orders issued in accordance with the clause entitled "ORDERING." The quantities of items specified herein are estimates only and are not purchased hereby. Except as may be otherwise provided in this contract, if the Government's requirements for the items set forth herein do not result in orders in the amounts or quantities described as "estimated," it shall not constitute the basis for an equitable price adjustment under this contract.

Except as otherwise provided in this contract, the Government shall order from the contractor all the items set forth which are required to be purchased by the Government activity identified on page 1.

The Government shall not be required to purchase from the contractor, requirements in excess of the limit on total orders under this contract, if any.

Orders issued during the effective period of this contract and not completed within that time shall be completed by the contractor within the time specified in the order, and the rights and obligations of the contractor and the Government respecting those orders shall be governed by the terms of this contract to the same extent as if completed during the effective period of this contract.

If shipment/delivery of any quantity of an item covered by the contract is required by reason of urgency prior to the earliest date that shipment/delivery may be specified under this contract, and if the contractor will not accept an order providing for the accelerated shipment/delivery, the Government may procure this requirement from another source.

The Government may issue orders which provide for shipment/delivery to or performance at multiple destinations.

Subject to any limitations elsewhere in this contract, the contractor shall furnish to the Government all items set forth herein which are called for by print orders issued in accordance with the "ORDERING" clause of this contract.

PRIVACY ACT NOTIFICATION: This procurement action requires the contractor to do one or more of the following: design, develop, or operate a system of records on individuals to accomplish an agency function in accordance with the Privacy Act of 1974, Public Law 93-579, December 31, 1974 (5 U.S.C. 552a) and applicable agency regulations. Violation of the Act may involve the imposition of criminal penalties as stated in 5 U.S.C. 552a (i)(1) CRIMINAL PENALTIES. It is incumbent upon the contractor to inform its officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a, specifically, 5 U.S.C. 552a (i)(1) CRIMINAL PENALTIES and m(1) GOVERNMENT CONTRACTORS.

PRIVACY ACT

(a) The contractor agrees:

- (1) to comply with the Privacy Act of 1974 and the rules and regulations issued pursuant to the Act in the design, development, or operation of any system of records on individuals in order to accomplish an agency function when the contract specifically identifies (i) the system or systems of records and (ii) the work to be performed by the contractor in terms of any one or combination of the following: (A) design, (B) development, or (C) operation;
- (2) to include the solicitation notification contained in this contract in every solicitation and resulting subcontract and in every subcontract awarded without a solicitation when the statement of work in the proposed subcontract requires the design, development, or operation of a system of records on individuals to accomplish an agency function; and
- (3) to include this clause, including this paragraph (3), in all subcontracts awarded pursuant to this contract which require the design, development, or operation of such a system of records.

- (b) In the event of violations of the Act, a civil action may be brought against the agency involved where the violation concerns the design, development, or operation of a system of records on individuals to accomplish an agency function, and criminal penalties may be imposed upon the officers or employees of the agency where the violation concerns the operation of a system of records on individuals to accomplish an agency function. For purposes of the Act when the contract is for the operation of a system of records on individuals to accomplish an agency function, the contractor and any employee of the contractor is considered to be an employee of the agency.
- (c) The terms used in this clause have the following meanings:
 - (1) "Operation of a system of records" means performance of any of the activities associated with maintaining the system of records including the collection, use, and dissemination of records.
 - (2) "Record" means any item, collection or grouping of information about an individual that is maintained by an agency, including, but not limited to, his education, financial transactions, medical history, and criminal or employment history and that contains his name, or the identifying number, symbol, or other identifying particular assigned to the individual, such as a finger or voice print or a photograph.
 - (3) "System of records" on individuals means a group of any records under the control of any agency from which information is retrieved by the name of the individual or by some identifying number, symbol, or other identifying particular assigned to the individual.

ADDITIONAL EMAILED BID SUBMISSION PROVISIONS: The Government will not be responsible for any failure attributable to the transmission or receipt of the emailed bid including, but not limited to, the following:

- 1. Illegibility of bid.
- 2. Emails over 75 MB may not be received by GPO due to size limitations for receiving emails.
- 3. The bidder's email provider may have different size limitations for sending email; however, bidders are advised not to exceed GPO's stated limit.
- 4. When the email bid is received by GPO, it will remain unopened until the specified bid opening time. Government personnel will not validate receipt of the emailed bid prior to bid opening. GPO will use the prevailing time (specified as the local time zone) and the exact time that the email is received by GPO's email server as the official time stamp for bid receipt at the specified location.

PAYMENT: Contractor is not allowed to submit a billing invoice on any print order until distribution for both the Legacy Study and Pilot Study (if applicable) is complete. No partial billing will be allowed.

Submitting invoices for payment via the GPO fax gateway (if no samples are required) utilizing the GPO barcode coversheet program application is the most efficient method of receiving payment. Instructions for using this method can be found at the following web address:

<http://winapps.access.gpo.gov/fms/vouchers/barcode/instructions.html>.

Invoices may also be mailed to: U.S. Government Publishing Office, Office of Financial Management, Attn: Comptroller, Stop: FMCE, Washington, DC 20401.

For more information about the billing process, refer to the General Information of the Office of Finance web page located at: <https://www.gpo.gov/how-to-work-with-us/vendors/how-to-get-paid>.

Contractor's billing invoice must be itemized in accordance with the items in the "SCHEDULE OF PRICES."

SECTION 2. – SPECIFICATIONS

SCOPE: These specifications cover the production of four (4) different survey mailer packages (consisting of a letter, survey booklet, inbound Business Reply Mail (BRM) envelope, and outbound envelope) and postcards requiring such operations as electronic prepress, printing and variable imaging, binding, construction, gathering and inserting, packing, and distribution.

TITLE: NCA Customer Satisfaction Surveys.

There are four (4) different surveys for two (2) different recipient types, as follows:

Next-of-Kin (NOK) recipients:

- National Cemeteries (NC) Survey
- State and Tribal (STVC) Veterans Cemeteries Survey
- Memorial Product Service (MPS) Survey

Funeral Directors (FD or FunDir) recipients:

- Funeral Directors (FD) Satisfaction Survey

FREQUENCY OF ORDERS: Approximately 8 to 15 orders per year.

The orders will cover mailings for three (3) cohorts broken down as follows (see “BREAKDOWN AND FILE NAMES FOR MAILINGS” specified herein for additional information):

- Cohort 1: Includes mailings for 3 NOK recipient types (as specified above).
 - Legacy Study – Consisting of 4 Waves (English and Spanish)
 - Pilot Study – Consisting of 3 Waves (English only)
- Cohort 2: Includes mailings for 3 NOK recipient types (as specified above).
 - Legacy Study– Consisting of 4 Waves (English and Spanish)
 - Pilot Study – Consisting of 3 Waves (English only)
- Cohort 3: Includes mailings for FD recipients only.
 - Legacy Study – Consisting of 4 Waves (English and Spanish)
 - Pilot Study – Consisting of 3 Waves (English only)

In the base contract year, each Cohort includes a Legacy Study (consisting of four (4) waves) and a Pilot Study (consisting of three (3) waves) for each recipient type (as specified above). Depending on the success of the Pilot Study, the Government may decide to issue orders only for the Legacy Study or only for the Pilot Study, and the number of mailings may change in the option years (if exercised) (i.e., if the Legacy Study is selected, there will be four (4) waves per cohort; however, if the Pilot Study is selected, there will be three (3) waves per cohort). However, the quantity estimates specified (for both studies) are expected to remain the same for each contract year.

Each wave (both English and Spanish versions) of the Legacy Study and Pilot Study will be ordered on the same print order. Additionally, Cohorts 2 and 3 waves will be ordered on the same print order. (See tables under “QUANTITY” for breakdown of cohorts and waves).

NOTE: Cohort 1 typically occurs in the mid-to-late summer; Cohorts 2 and 3 typically occur simultaneously the following January.

QUANTITY: Based on historical data, the yearly estimate for both the Legacy and Pilot Studies is approximately 268,804 surveys, broken down for each study as follows:

Legacy Study:

SURVEY TYPE	COHORT	WAVE	ENGLISH QUANTITY	SPANISH QUANTITY
National Cemeteries (NC) Survey	1	1	17,220	301
State and Tribal (STVC) Survey	1	1	7,542	22
Memorial Products Service (MPS) Survey	1	1	3,049	14
National Cemeteries (NC) Survey	1	2	15,420	188
State and Tribal (STVC) Survey	1	2	7,050	60
Memorial Products Service (MPS) Survey	1	2	2,797	18
National Cemeteries (NC) Survey	1	3	12,977	249
State and Tribal (STVC) Survey	1	3	5,871	19
Memorial Products Service (MPS) Survey	1	3	2,472	11
National Cemeteries (NC) Survey	1	4	12,770	244
State and Tribal (STVC) Survey	1	4	5,794	24
Memorial Products Service (MPS) Survey	1	4	2,425	15
National Cemeteries (NC) Survey	2	1	17,861	193
State and Tribal (STVC) Survey	2	1	7,839	65
Memorial Products Service (MPS) Survey	2	1	3,066	19
National Cemeteries (NC) Survey	2	2	15,420	188
State and Tribal (STVC) Survey	2	2	7,050	60
Memorial Products Service (MPS) Survey	2	2	2,797	18
National Cemeteries (NC) Survey	2	3	13,145	173
State and Tribal (STVC) Survey	2	3	6,048	50
Memorial Products Service (MPS) Survey	2	3	2,418	17
National Cemeteries (NC) Survey	2	4	12,449	165
State and Tribal (STVC) Survey	2	4	5,750	49
Memorial Products Service (MPS) Survey	2	4	2,295	14
Funeral Directors (FD) Survey	3	1	8,543	98
Funeral Directors (FD) Survey	3	2	7,938	82
Funeral Directors (FD) Survey	3	3	7,447	76
Funeral Directors (FD) Survey	3	4	7,351	76

Pilot Study:

SURVEY TYPE	COHORT	WAVE	ENGLISH QUANTITY	SPANISH QUANTITY
National Cemeteries (NC) Survey	1	1	4,305	N/A
State and Tribal (STVC) Survey	1	1	1,884	N/A
Memorial Products Service (MPS) Survey	1	1	762	N/A
National Cemeteries (NC) Survey	1	2	3,855	N/A
State and Tribal (STVC) Survey	1	2	1,763	N/A
Memorial Products Service (MPS) Survey	1	2	699	N/A
National Cemeteries (NC) Survey	1	3	3,244	N/A
State and Tribal (STVC) Survey	1	3	1,468	N/A
Memorial Products Service (MPS) Survey	1	3	618	N/A
National Cemeteries (NC) Survey	2	1	4,465	N/A
State and Tribal (STVC) Survey	2	1	1,960	N/A
Memorial Products Service (MPS) Survey	2	1	767	N/A
National Cemeteries (NC) Survey	2	2	3,855	N/A
State and Tribal (STVC) Survey	2	2	1,763	N/A
Memorial Products Service (MPS) Survey	2	2	699	N/A
National Cemeteries (NC) Survey	2	3	3,286	N/A
State and Tribal (STVC) Survey	2	3	1,512	N/A
Memorial Products Service (MPS) Survey	2	3	604	N/A
Funeral Directors (FD) Survey	3	1	2,136	N/A
Funeral Directors (FD) Survey	3	2	1,985	N/A
Funeral Directors (FD) Survey	3	3	1,862	N/A

NO SHORTAGES ALLOWED; therefore, the contractor is cautioned that they will be required to make up any shortages at no additional costs to the Government. The Government reserves the right to increase or decrease by 25% the total number of surveys ordered annually.

NUMBER OF PAGES:

Survey Cover and Invitation Letters: Face and back.

Survey Booklets: 8 or 12 pages per copy. (See “NOTE” below for more information.)

Stuffer Sheets: Face and back.

Postcards: Face and back. (See “NOTE” below for more information.)

Inbound BRM Envelopes: Face only (after construction).

Outbound Envelopes: Face only (after construction).

NOTE: There are four (4) different survey booklets – one for each different survey. The NOK survey booklets (NC, STVC, and MPS) are 8 pages; the FD survey booklets are 12 pages. The same NOK and FD survey booklets will be used for both the Legacy Study and the Pilot Study. There are three (3) different postcards - Legacy Study Wave 2 Reminder postcard, Legacy Study Wave 4 Thank You postcard, and Pilot Study Wave 2 Reminder postcard.

TRIM SIZES:

Survey Cover and Invitation Letters: 8-1/2 x 11".

Survey Booklets: 8-1/2 x 11".

Stuffer Sheets: 8-1/2 x 11".

Postcards: 8-1/2 x 6" flat (folded down to 4-1/4 x 6").

Inbound BRM Envelopes: 5-3/4 x 8-3/4", plus flap.

Outbound Envelopes: 4-1/8 x 9-1/2" (No. 10), plus flap; 6 x 9-1/2", plus flap.

GOVERNMENT TO FURNISH:

Electronic media will be furnished as follows –

Storage Media: Email; contractor-hosted SFTP.

Software: Microsoft Word (current or near current version); Adobe Acrobat (current or near current version).

NOTE: All software upgrades (for specified applications) which may occur during the term of the contract must be supported by the contractor.

Fonts: All printer and screen fonts will be furnished and/or embedded, as applicable.

The contractor is cautioned that furnished fonts are the property of the Government and/or its originator. All furnished fonts are to be eliminated from the contractor's archive immediately after completion of the contract.

Additional
Information: Files will be furnished in native application and/or PDF formats.

Distribution (mailing) list will be furnished as a Microsoft Excel (current or near version) file contractor-hosted SFTP. The files will be clearly named to indicate which file is associated with which survey. The mailing list may not be furnished with the print order and furnished files; however, it will be furnished no less four (4) workdays prior to each mailing required for the order.

"Postage and Fees Paid" mailing indicia will be furnished via email at the beginning of the contract and is to be held for reuse throughout the term of the contract.

Identification markings such as register marks, commercial identification marks of any kind, etc., except GPO imprint, form number, and revision date, carried in the furnished electronic files, must not print on the finished product.

EXHIBITS: The facsimiles of samples pages shown as EXHIBITS A through G are representative of the requirements which will be ordered under this contract. However, it cannot be guaranteed that future orders will correspond exactly to these exhibits. *NOTE: All items print in black only (as specified under "PRINTING AND VARIABLE IMAGING") regardless of any color shown in the exhibit pages.*

CONTRACTOR TO FURNISH: All materials and operations, other than those listed under “GOVERNMENT TO FURNISH,” necessary to produce the products in accordance with these specifications.

The contractor must be able to accept files electronically via their secure contractor-hosted SFTP server. Appropriate log-on instructions and protocol shall be provided by the contractor at time of award. The contractor shall provide security, which at a minimum, shall require a unique user ID and password for access.

ELECTRONIC PREPRESS: Prior to image processing, the contractor shall perform a basic check (preflight) of the furnished media and publishing files to assure correct output of the required reproduction image. Any errors, media damage, or data corruption that might interfere with proper file image processing must be reported to the ordering agency as specified on the print order.

The contractor shall create or alter any necessary trapping, set proper screen angles and screen frequency, and define file output selection for the imaging device being utilized. Furnished files must be imaged as necessary to meet the assigned quality level.

When required by the Government, the contractor shall make minor revisions to the electronic file. It is anticipated that the Government will make all major revisions.

Prior to making revisions, the contractor shall copy the furnished file and make all changes to the copy.

PROOFS: The print order will specify for which items PDF soft proofs are required.

When ordered, one (1) press quality PDF soft proof (for content only) using the same Raster Image Processor (RIP) that will be used to produce the final printed product. PDF proof will be evaluated for text flow, image position, and color breaks. Proof will not be used for color match.

NOTE: For the cover letters, invitation letters, and survey booklets only, the contractor is to randomly select 10 files (from the furnished files) for which to provide a PDF soft proof which must include the live variable data. Proofs for envelopes must show all margins and dimensions, indicate trim marks, and show flap and window placement (if applicable).

If any contractor’s errors are serious enough in the opinion of the GPO to require revised proofs, the revised proofs are to be provided at no expense to the Government. No extra time can be allowed for this reproofing; such operations must be accomplished within the original production schedule allotted in the specifications.

The contractor must not print prior to receipt of an “O.K. to Print.”

PRIOR TO PRODUCTION SAMPLES (First Order Only): Prior to the commencement of the contract production quantity, the contractor shall submit not less than 15 samples of the inbound BRM envelopes only. The container and accompanying documentation shall be marked “PREPRODUCTION SAMPLES” and shall include the GPO jacket, purchase order, and program numbers.

All samples shall be printed and constructed as specified herein, and must be of the size, kind, and quality that the contractor will furnish. All samples must be produced on the stock/paper required, as specified under “STOCK/PAPER.”

Samples will be inspected for conformance of materials and must comply with the specifications as to construction, kind, and quality of materials.

Contractor must deliver f.o.b. destination the samples to: Marketing Systems Group (MSG), 6801 Northpark Boulevard, Suite A, Charlotte, NC 28216.

Contractor must furnish the samples within three (3) workdays of receipt of furnished materials or receipt of "O.K. to Print" on proofs, as applicable.

The Government will approve, conditionally approve, or disapprove the samples within two (2) workdays of the receipt thereof. Approval or conditional approval shall not relieve the contractor from complying with the specifications and all other terms and conditions of the contract. A conditional approval shall state any further action required by the contractor. A notice of disapproval shall state the reasons therefore.

If the samples are disapproved by the Government, the Government, at its option, may require the contractor to submit additional samples for inspection and test, in the time and under the terms and conditions specified in the notice of rejection. Such additional samples shall be furnished, and necessary changes made, at no additional cost to the Government and with no extension in the shipping schedule. The Government will require the time specified above to inspect and test any additional samples required.

In the event the additional samples are disapproved by the Government, the contractor shall be deemed to have failed to make delivery within the meaning of the default clause in which event this contract shall be subject to termination for default, provided however, that the failure of the Government to terminate the contract for default in such event shall not relieve the contractor of the responsibility to deliver the contract quantities in accordance with the shipping schedule.

In the event the Government fails to approve, conditionally approve, or disapprove the samples within the time specified, the Contracting Officer shall automatically extend the shipping schedule in accordance with Contract Clause 12, "Notice of Compliance with Schedules," of GPO Contract Terms (GPO Publication 310.2, effective December 1, 1987 (Rev. 01-18)).

Manufacture of the final product prior to approval of the samples submitted is at the contractor's risk. Samples will not be returned to the contractor. All costs, including the costs of all samples, shall be charged in accordance with the applicable line item in the "SCHEDULE OF PRICES."

All samples shall be manufactured at the facilities and on the equipment in which the contract production quantities are to be manufactured.

LIVE PRODUCTION SAMPLES: For each survey production run on all orders, the contractor shall submit not less than 10 samples each of the cover letter, invitation letter, and four (4) different survey booklets, as applicable to the print order. Samples are to be pulled during live production.

All samples shall be printed and constructed as specified herein, and must be of the size, kind, and quality that the contractor will furnish. All samples must be produced on the stock/paper required, as specified under "STOCK/PAPER."

At contractor's option, the contractor may create duplicate records for the 10 samples or seed in 10 dummy records (i.e., "John Q Samples") using dummy data.

Contractor must mail f.o.b. contractor's city (*reimbursable*) the samples to: Marketing Systems Group (MSG), 6801 Northpark Boulevard, Suite A, Charlotte, NC 28216. (Contractor is required to prepay cost of mailing. Contractor will be reimbursed for all mailing costs for these samples upon submission of complete mailing receipts with billing invoice for payment.)

Contractor must mail the samples the same workday as the survey mailers are delivered to the USPS.

Samples will not be returned to the contractor. All costs, including the costs of all samples, shall be included in the contract price for the production quantity.

All samples shall be manufactured at the facilities and on the equipment in which the contract production quantities are to be manufactured.

STOCK/PAPER: The specifications of all paper furnished must be in accordance with those listed herein or listed for the corresponding JCP Code numbers in the “Government Paper Specification Standards No. 13” dated September 2019.

Government Paper Specification Standards No. 13 – https://www.gpo.gov/docs/default-source/forms-and-standards-files-for-vendors/vol_13.pdf.

All paper used in each order must be of a uniform shade.

Survey Cover/Invitation Letters: White Uncoated Text, basis weight: 60 lbs. per 500 sheets, 25 x 38”, equal to JCP Code A60.

Survey Booklets: White Uncoated Text, basis weight: 60 lbs. per 500 sheets, 25 x 38”, equal to JCP Code A60.

Stuffer Sheets: White Bond, basis weight: 24 lbs. per 500 sheets, 17 x 22”, equal to JCP Code G10.

Postcards: White Smooth and Embossed Cover, basis weight: 80 lbs. per 500 sheets, 20 x 26”, equal to JCP Code L21. NOTE: Stock must match Accent Opaque White Super Smooth for color, finish, opacity, and brightness.

Inbound BRM Envelopes: White Writing Envelopes, basis weight: 24 lbs. per 500 sheets, 17 x 22”, equal to JCP Code V20.

Outbound Envelopes (4-1/8 x 9-1/2”): White Writing Envelopes, basis weight: 24 lb. per 500 sheets, 17 x 22”, equal to JCP Code V20.

Outbound Envelopes (6 x 9-1/2”): White Kraft Envelope, basis weight: 32 lbs. per 500 sheets, 17 x 22”, equal to JCP Code V15.

PRINTING AND VARIABLE IMAGING: At contractor’s option, the product may be produced via conventional offset or digital printing provided Quality Level III standards are maintained. Final output must be a minimum of 150-line screen and at a minimum resolution of 1200 x 1200 dpi x 1 bit or 600 x 600 dpi x 4-bit depth technology. NOTE: Contractor must produce the entire job either conventional offset or digital printing; split production methods are not acceptable without prior approval.

NOTE: Stockpiling of any item is at the contractor’s own risk.

Survey Cover/Invitation Letters: Print face and back in black ink only. Printing consists of text and line matter. Variable image in black. Imaging consists of approximately six (6) lines of type in address section, one (1) line of type in body of letter, and one (1) variable barcode.

Survey Booklets: Print head-to-head in black ink only. Printing consists of text and line matter, type reversing out to white, and screens. Variable image in black only. Variable imaging consists of a unique MasterID. The MasterID must be imaged in two (2) places on each survey booklet self-cover page 1 as follows: above the Marking Instructions and below the barcode at the bottom of the self-cover page 1. The remainder of the survey booklet pages must have the MasterID imaged in the location at bottom right or left of page (see EXHIBITS C and D). The MasterID for recipient will be furnished in the mailing distribution list.

Stuffer Sheets: Print face and back in black ink only. Printing consists of text and line matter. No variable imaging required.

Postcards: Print face and back in black ink only. Printing consists of text and line matter and agency seal. Variable image in black only on the face (one (1) line of type in the body of text) and back (mailing address consisting of approximately six (6) lines of type).

Inbound BRM Envelopes: Print face only (after construction) in black ink only. Face of envelope to be in "BUSINESS REPLY FORMAT." Printing consists of text and line matter (return address and postage indicia) and agency seal. All printing must comply with all applicable U.S. Postal Service regulations. The envelope must accept printing without feathering or penetrating to the reverse side.

Outbound Envelopes: Print face only (after construction) in black ink only. Printing consists of text and line matter (return address and postage indicia) and agency seal. All printing must comply with all applicable U.S. Postal Service regulations. The envelope must accept printing without feathering or penetrating to the reverse side.

MARGINS: Margins will be as indicated on the print order or in the furnished electronic files.

BINDING:

Survey Cover/Invitation Letters: Trim four (4) sides.

Survey Booklets: Saddle-wire stitch in two (2) places and trim three (3) sides. Each product must contain complete 4-page signatures after trimming. Single leaves connected with a lip (i.e., binding stub) to left or right side of stitches will not be allowed.

Stuffer Sheets: Trim four (4) sides.

Postcards: Fold in half from 8-1/2 x 6" to 4-1/4 x 6", mailing address out, and trim three (3) sides. Score on fold. After folding, apply wafer seals in accordance with USPS mailing regulations.

CONSTRUCTION:

Inbound BRM Envelopes: Envelopes must be open side with side seams and a gummed, fold-over flap for sealing. Flap depth is at contractor's option but must meet all U.S. Postal Service (USPS) requirements. Flap must be coated with suitable remoistenable glue the entire length of flap that will securely seal the return envelope for mailing. Envelopes shall be sufficiently high cut to prevent the flap adhesive from coming in contact with the envelope's contents. The sealed seams shall not adhere to the inside of the envelope.

Outbound Envelopes: Envelopes must be open side with side seams and a gummed, fold-over flap for sealing. Flap depth is at contractor's option but must meet all USPS requirements. Flap must be coated with suitable remoistenable glue the entire length of flap that will securely seal the return envelope for mailing. Envelopes shall be sufficiently high cut to prevent the flap adhesive from coming in contact with the envelope's contents. The sealed seams shall not adhere to the inside of the envelope.

- For 4-1/8 x 9-1/2" Outbound Envelopes: Face of envelopes to contain one (1) die-cut window with rounded corners. Size and location of window is the contractor's discretion; however, contractor must ensure that only the mailing address is visible through the envelope window.
- For 6 x 9-1/2" Outbound Envelopes: Face of envelopes to contain one (1) die-cut window (1-1/4 x 4-1/2" in size) with rounded corners. Window to be located 7/8" from left edge of envelope and 3-1/4" from bottom edge of envelope. Location of window may be adjusted by the contractor to ensure that only the mailing address is visible through the envelope window.

Windows are to be covered with a suitable transparent, low-gloss, poly-type material that must be clear of smudges, lines, and distortions. Poly-type material must be securely affixed to the inside of the envelope so as not to interfere with insertion of contents. Window material must meet the current USPS readability standards/requirements.

GATHERING AND INSERTING:

Survey Cover Letters: Fold in half from a flat size of 8-1/2 x 11" to 8-1/2 x 5-1/2", mailing address out for visibility through mailing address window of 6 x 9-1/2" outbound envelope.

Invitation Letters: Fold from 8-1/2 x 11" to 8-1/2 x 3-2/3" using an accordion fold, mailing address out for visibility through mailing address window of 4-1/8 x 9-1/2" outbound envelope.

Survey Booklets: Fold in half from a flat size of 8-1/2 x 11" to 8-1/2 x 5-1/2".

Stuffer Sheets: Fold from a flat size of 8-1/2 x 11" to 8-1/2 x 5-1/2".

Legacy Study/Waves 1 and 3:

- For the NC, STVC, and MPS Survey Mailers, collate survey cover letter, survey booklet, and inbound BRM envelope, with cover letter on top, and insert into 6 x 9-1/2" outbound envelope.
- For the FD Survey Mailers, collate survey cover letter, survey booklet, stuffer sheet, and inbound BRM envelope, with cover letter on top, and insert into 6 x 9-1/2" outbound envelope.

NOTE: The survey cover letter, survey booklet, and stuffer sheet each fold separately. Do not nest items together before folding.

Pilot Study:

Wave 1: Insert invitation letter into 4-1/8 x 9-1/2" outbound mail envelope.

Wave 3:

- For the NC, STVC, and MPS Survey Mailers, collate survey cover letter, survey booklet, and inbound BRM envelope, with cover letter on top, and insert into outbound envelope.
- For the FD Survey Mailers, collate survey cover letter, survey booklet, stuffer sheet, and inbound BRM envelope, with cover letter on top, and insert into outbound envelope.

NOTE: The survey cover letter, survey booklet, and stuffer sheet each fold separately. Do not nest items together before folding.

For All Mailings (Legacy and Pilot): It is the contractor's responsibility to ensure that only the mailing address on the cover/invitation letter is visible through the window of the appropriate outbound envelope and that only one copy of each required item is inserted into the appropriate outbound envelope.

Seal envelopes.

BREAKDOWN AND FILE NAMES FOR MAILINGS:

Funeral Director (FD or FunDir) items apply to Cohort 3 ONLY.

All references to “20XX” are placeholders for the year the final reports are published. The file names listed below may not be the final file names and may have changed when the files are sent to the contractor.

“Survey Instrument” is the survey booklet.

Legacy Study:

Wave 1 – Surveys (four (4) recipient types; two (2) versions – English and Spanish)

1. Cover Letter (English and Spanish)
Wave 1_NOK_20XX_NC_CvrLtr_Eng
Wave 1_NOK_20XX_NC_CvrLtr_Spn
Wave 1_NOK_20XX_STVC_CvrLtr_Eng
Wave 1_NOK_20XX_STVC_CvrLtr_Spn
Wave 1_NOK_20XX_MPS_CvrLtr_Eng
Wave 1_NOK_20XX_MPS_CvrLtr_Spn
Wave 1_FD_20XX_CvrLtr_Eng
Wave 1_FD_20XX_CvrLtr_Spn
2. Survey Instrument
NOK_20XX_NC_Survey_Eng
NOK_20XX_NC_Survey_Spn
NOK_20XX_STVC_Survey_Eng
NOK_20XX_STVC_Survey_Spn
NOK_20XX_MPS_Survey_Eng
NOK_20XX_MPS_Survey_Spn
FunDir_20XX_Survey_Eng
FunDir_20XX_Survey_Spn
3. Outbound Mail Env_20XX
4. Inbound BusRply Env_20XX
5. Stuffer Sheet (Funeral Directors Only)
FD_20XX_StfrSht_Eng
FD_20XX_StfrSht_Spn

Wave 2 – Reminder Postcards (four (4) recipient types; two (2) versions – English and Spanish)

1. Reminder Postcard (English and Spanish)
Wave2_NOK_20XX_NC_ReminderPC_Eng
Wave2_NOK_20XX_NC_ReminderPC_Spn
Wave2_NOK_20XX_STVC_ReminderPC_Eng
Wave2_NOK_20XX_STVC_ReminderPC_Spn
Wave2_NOK_20XX_MPS_ReminderPC_Eng
Wave2_NOK_20XX_MPS_ReminderPC_Spn
Wave2_FD_20XX_ReminderPC_Eng
Wave2_FD_20XX_ReminderPC_Spn

Wave 3 – Surveys (four (4) recipient types; two (2) versions - English and Spanish)

1. Cover Letter (English and Spanish)
Wave 3_NOK_20XX_NC_CvrLtr_Eng
Wave 3_NOK_20XX_NC_CvrLtr_Spn
Wave 3_NOK_20XX_STVC_CvrLtr_Eng
Wave 3_NOK_20XX_STVC_CvrLtr_Spn
Wave 3_NOK_20XX_MPS_CvrLtr_Eng
Wave 3_NOK_20XX_MPS_CvrLtr_Spn
Wave 3_FD_20XX_CvrLtr_Eng
Wave 3_FD_20XX_CvrLtr_Spn
2. Survey Instrument
NOK_20XX_NC_Survey_Eng
NOK_20XX_NC_Survey_Spn
NOK_20XX_STVC_Survey_Eng
NOK_20XX_STVC_Survey_Spn
NOK_20XX_MPS_Survey_Eng
NOK_20XX_MPS_Survey_Spn
FunDir_20XX_Survey_Eng
FunDir_20XX_Survey_Spn
3. Outbound Mail Env_20XX
4. Inbound BusRply Env_20XX
5. Stuffer Sheet (Funeral Directors Only)
FD_20XX_StfrSht_Eng
FD_20XX_StfrSht_Spn

Wave 4 – Thank You and Reminder Postcards (four (4) recipient types; two (2) versions – English and Spanish)

1. Thank You Postcard (English and Spanish)
Wave4_NOK_20XX_NC_ThankYouPC_Eng
Wave4_NOK_20XX_NC_ThankYouPC_Spn
Wave4_NOK_20XX_STVC_ThankYouPC_Eng
Wave4_NOK_20XX_STVC_ThankYouPC_Spn
Wave4_NOK_20XX_MPS_ThankYouPC_Eng
Wave4_NOK_20XX_MPS_ThankYouPC_Spn
Wave4_FD_20XX_ThankYouPC_Eng
Wave4_FD_20XX_ThankYouPC_Spn

NOTE: The files for Outbound Mail Envelope, Inbound BusRply Envelope, surveys, and stuffer sheets are used for both Wave/Mailing 1 and Wave/Mailing 3.

Pilot Study:

Wave 1 – Invitation Letter (four (4) recipient types; one (1) version - English)

1. Invitation Letter (English only)
Pilot_Wave 1_NOK_20XX_Nat.Cem_Invite_Eng
Pilot_Wave 1_NOK_20XX_STVC_Invite_Eng

Pilot_Wave 1_NOK_20XX_MPS_Invite_Eng
Pilot_Wave 1_FD_20XX_Invite_Eng (Cohort 2 only)

Wave 2 – Reminder Postcard (four (4) recipient types; one (1) version - English)

1. Reminder Postcard (English only)
Pilot_Wave 2_NOK_20XX_NC_Postcard_Eng
Pilot_Wave 2_NOK_20XX_STVC_Postcard_Eng
Pilot_Wave 2_NOK_20XX_MPS_Postcard_Eng
Pilot_Wave 2_FD_20XX_Postcard_Eng (Cohort 2 only)

Wave 3 – Surveys (four (4) recipient types; one (1) version - English)

1. Cover Letter (English only)
Pilot_Wave 3_NOK_20XX_NC_CvrLtr_Eng
Pilot_Wave 3_NOK_20XX_STVC_CvrLtr_Eng
Pilot_Wave 3_NOK_20XX_MPS_CvrLtr_Eng
Pilot_Wave 3_FD_20XX_CvrLtr_Eng (cohort 2 only)
2. Survey Instrument (mark-sense/scantron form)
NOK_20XX_NC_Survey_Eng
NOK_20XX_STVC_Survey_Eng
NOK_20XX_MPS_Survey_Eng
FD_20XX_Survey_Eng
3. Outbound Mail Env_20XX
4. Inbound BusRply Env_20XX
5. Stuffer Sheet (Funeral Directors Only)
FD_20XX_StfrSht_Eng
FD_20XX_StfrSht_Spn

NOTE: The files for Outbound Mail Envelope, Inbound BusRply Envelope, surveys, and stuffer sheets are used for both Wave/Mailing 1 and Wave/Mailing 3.

PACKING: For all required samples (prior to production and live production samples), pack suitable in shipping containers not to exceed 45 pounds when fully packed.

All shipments which fill less than a shipping container must be packaged with materials of sufficient strength and durability and in such a manner which will guarantee that the product will not be damaged and the package will not open nor split during shipment.

LABELING AND MARKING:

Prior to Production Samples: Contractor to download GPO Form 905 (Rev. 7-15), Labeling and Marking Specifications, which can be located at gpo.gov, fill in appropriate blanks, and attach to shipping containers.

Live Production Samples: Contractor to create and affix a mailing label for each shipping container. At contractor's option, address may be imaged directly onto the container.

Postcards: Contractor to variable image the mailing address on each postcard (see "PRINTING AND VARIABLE IMAGING").

QUALITY ASSURANCE RANDOM COPIES (QARCs): The contractor may be required to submit QARCs to test for compliance against the contract. The print order will indicate the number required, if any. When ordered, the contractor must divide the entire order into equal sublots and select a copy from a different general area of each subplot. The contractor will be required to certify that copies were selected as directed using GPO Form 917-Certificate of Selection of Random Copies (located on GPO.gov). Copies will be paid for in accordance with the Schedule of Prices. The certificate and a copy of the print order must be included with the QARCs.

Business Reply Mail label (GPO Form 915) for mailing the QARCs can be downloaded from GPO.gov. The copies are to be mailed at the same time as the final shipment of an order. A U.S. Postal Service approved Certificate of Mailing, identified by Program, Jacket, and Print Order numbers must be furnished with billing as evidence of mailing.

DISTRIBUTION: Mail f.o.b. contractor's city each individual mailer or postcard to various addresses nationwide (including Alaska, Hawaii, Puerto Rico, and APO/FPO addresses). (Contractor is responsible for all costs incurred in transporting all items to the USPS facility.)

Complete addresses and quantities will be furnished with each print order.

All mailing shall be made at the USPS Full-Service Intelligent Mail (FSIM) rate.

The contractor must utilize USPS Full-Service Intelligent Mail (FSIM) with visibility and tracking. Contractor is required to provide minimum biweekly (every two weeks) reporting on USPS-furnished FSIM mail counts and delivery information, broken out by Cohort and Wave. This information will be provided to Tribility, NCA's survey vendor, for ultimate delivery to NCA. Reports must be a MS Excel file sent via contractor-hosted SFTP.

The contractor is to mail using the furnished mailing indicia. The contractor is cautioned that the "Postage and Fees Paid" indicia may be used only for the purpose of mailing material produced under this contract.

The contractor is required to obtain the maximum postage discount allowed by the USPS in accordance with appropriate USPS rules and regulations, including the U.S. Postal Service manuals (for both domestic and international mail), and Postal Bulletins, in effect at the time of the mailing.

All mailings must conform to the appropriate regulations in the U.S. Postal Service manuals for "Domestic Mail" or "International Mail," as applicable.

Coding Accuracy Support System (CASS) and National Change of Address (NCOA): In accordance with U.S. Postal Service regulations, the contractor is required to run distribution files on each order through the CASS and NCOA service databases to verify addresses are CASS/NCOA certified. All related costs to perform these operations must be included in submitted bid pricing. No additional reimbursement will be authorized.

The contractor will be supplied data files (see "GOVERNMENT TO FURNISH"). These files must undergo standard CASS and NCOA cleaning to remove any undeliverable addresses before the printing of the names and addresses on the surveys begins. The USPS requires all mailing lists to be run through CASS and NCOA processing in order to give presort and bulk rate discounts.

Once a mailing list is received by the contractor, an output file must be created containing each mailing participant. The contents of the output file must be approved/verified by VA before proceeding to CASS and NCOA cleaning. To do this operation, the output file must be transmitted electronically to the VA so they can verify that the contractor has received the full contents of the address file. Output file must be a MS Excel file sent via contractor-hosted SFTP.

An output file containing the rejected names and addresses must be provided to VA along with the reject code or some explanation for reason of rejection. The output containing the names and addresses of those records retained after CASS/NCOA cleaning (i.e., cleared for mailing) must be provided to VA in an MS Excel file via contractor-hosted SFTP.

Contractor to perform postal sort and CASS/NCOA processing prior to each Wave mailing and report back findings to the NCA, Tribility, and VA Publications, as specified above.

Certificate of Conformance: When using Permit Imprint Mail, the contractor must complete GPO Form 712 - Certificate of Conformance (Rev. 10-15) and the appropriate mailing statement(s) supplied by USPS. A fillable GPO Form 712 Certificate of Conformance can be found at <https://www.gpo.gov/how-to-work-with-us/vendors/forms-and-standards>.

Upon completion of distribution for the Legacy Study and Pilot Study per order, contractor must notify the ordering agency (on the same day each study mails) via email to the address indicated on the print order. The subject line of the email shall be “Distribution Notice for Program 409-S, Print Order XXXXX, Jacket Number XXX-XXX.” The notice must provide all applicable tracking numbers, mailing methods, and title of product.

Upon completion of mailing for each study per order, contractor must email copies of all mailing receipts to the VA contact specified on the print order. The print order number must be on each order’s postal receipts/documentation.

All expenses incidental to picking up and returning furnished materials (if applicable) and submitting proofs and prior to production samples must be borne by the contractor.

SCHEDULE: Adherence to this schedule must be maintained. Contractor must not start production of any job prior to receipt of the individual print order (GPO Form 2511).

Print orders and furnished materials will be furnished via email or contractor-hosted SFTP.

Contractor to submit PDF soft proofs to the ordering agency contact as specified on the print order via the contractor-hosted SFTP.

No definite schedule for placement of orders can be predetermined. Contractor must be prepared to accept an order immediately upon award. NOTE: First order for Legacy Study and Pilot Study (Wave 1) will be issued the same day as the postaward conference/kick-off meeting. Each subsequent order will be issued prior to or the same day as the last day of the preceding wave.

The following schedule begins the SAME workday as receipt of print order and furnished material; the same workday as receipt will be the first workday of the schedule.

- Complete production and distribution must be made in accordance with the below schedules for each Study/Cohort/Wave.
- When ordered, no specific date is set for submission of proofs. Proofs must be submitted as soon as possible to allow for revised proofs if contractor’s errors are judged serious enough to require them.
- Proofs will be withheld no more than three (3) workdays from their receipt at the ordering agency until corrections/changes/“O.K. to Print” are provided via email. (The first workday after receipt of proofs at the ordering agency is day one (1) of the hold time.)
- When ordered, prior to production samples must be delivered within three (3) workdays of receipt of furnished materials or receipt of “O.K. to Print” on proofs, as applicable.
- The Government will approve, conditionally approve, or disapprove the samples within two (2) workdays of the receipt thereof.
- Live production samples must be mailed on the same day as the survey mailers are delivered to the USPS.

NOTE: As specified above, all proof, prior to production sample, and live production sample time (as applicable to each order) are included in the schedules specified below for each Study/Cohort/Wave.

Legacy Study for Cohorts 1, 2, and 3:

- The postaward conference/kick-off meeting will take place within five (5) workdays of contract award.
- Wave 1 – Contractor must complete production and distribution within 20 workdays of postaward conference/kick-off meeting. NOTE: The Government anticipates issuing the first print order the same day as the postaward conference/kick-off meeting. If the meeting is waived or the print order is not issued same day, contractor must complete production and distribution within 20 workdays of receipt of print order and furnished materials.
- Wave 2 – Contractor must complete production and distribution within 20 workdays of completion of Wave 1.
- Wave 3 – Contractor must complete production and distribution within 15 workdays of completion of Wave 2.
- Wave 4 – Contractor must complete production and distribution within nine (9) workdays of completion of Wave 3.

Pilot Study for Cohorts 1, 2, and 3:

- Wave 1 – Contractor must complete production and distribution within 20 workdays of postaward conference/kick-off meeting. NOTE: The Government anticipates issuing the first print order the same day as the postaward conference/kick-off meeting. If the meeting is waived or the print order is not issued same day, contractor must complete production and distribution within 20 workdays of receipt of print order and furnished materials.
- Wave 2 – Contractor must complete production and distribution within 10 workdays of completion of Wave 1.
- Wave 3 – Contractor must complete production and distribution within 10 workdays of completion of Wave 2.

The ship/deliver date indicated on the print order is the date products ordered for delivery f.o.b. destination must be delivered to the destinations specified and the date products ordered for mailing f.o.b. contractor's city must be delivered to the U.S. Postal Service.

Unscheduled material such as shipping documents, receipts or instructions, delivery lists, labels, etc., will be furnished with each order or shortly thereafter. In the event such information is not received in due time, the contractor will not be relieved of any responsibility in meeting the shipping schedule because of failure to request such information.

For compliance reporting purposes, the contractor must notify the U.S. Government Publishing Office of the date of shipment or delivery, as applicable. Upon completion of each order, contractor must contact the Shared Support Services Compliance Section via email at compliance@gpo.gov; or via telephone at (202) 512-0520. Personnel receiving the email or call will be unable to respond to questions of a technical nature or to transfer any inquiries.

SECTION 3. – DETERMINATION OF AWARD

The Government will determine the lowest bid by applying the prices offered in the “SCHEDULE OF PRICES” to the following units of production which are the estimated requirements to produce one (1) year’s production under this contract. These units do not constitute, nor are they to be construed as, a guarantee of the volume of work which may be ordered under this contract for a like period of time.

The following item designations correspond to those listed in the “SCHEDULE OF PRICES.”

I. (a) 1,466
(b) 1

II. (a) 8
(b) 146
(c) 1,010
(d) 2
(e) 123
(f) 129
(g) 16
(h) 129

III. 1. 5
2. (a) 16
(b) 129
(c) 123

SECTION 4. – SCHEDULE OF PRICES

Bids offered are f.o.b. contractor's city for all mailing and f.o.b. destination for all other consignments.

Prices must include the cost of all required materials and operations for each item listed in accordance with these specifications.

Bidder must make an entry in each of the spaces provided. Bids submitted with any obliteration, revision, or alteration of the order and manner of submitting bids may be declared nonresponsive.

An entry of NC (No Charge) shall be entered if bidder intends to furnish individual items at no charge to the Government. Bids submitted with NB (No Bid), NA (Not Applicable), or blank spaces for an item may be declared nonresponsive.

The Contracting Officer reserves the right to reject any offer that contains prices for individual items of production (whether or not such items are included in the DETERMINATION OF AWARD) that are inconsistent or unrealistic in regard to other prices in the same offer or to GPO prices for the same operation if such action would be in the best interest of the Government.

All invoices submitted to the GPO shall be based on the most economical method of production.

Fractional parts of 1,000 will be prorated at the per-1,000 rate.

For saddle-stitched products, a charge will be allowed for each text page, whether printed or blank. Unless otherwise specified, no more than three (3) blank pages shall be permitted at the end of the text.

Contractor's billing invoices must be charged in accordance with the line items in the "SCHEDULE OF PRICES."

I. PROOFS AND PRIOR TO PRODUCTION SAMPLES:

For line item I.(a), each side of an envelope shall be charged as one page-size unit and each side of a postcard will be charged as one page-size unit.

(a) PDF soft proof.....per page-size unit.....\$ _____

(b) Prior to production samples.....per order.....\$ _____

II. PRINTING/IMAGING, BINDING, AND CONSTRUCTION: Prices offered must be all inclusive and include the cost of materials and operations necessary (including paper) for the printing/imaging, binding, and construction, of the products listed in accordance with these specifications.

(a) *Makeready/setup charge.....\$ _____

*Contractor will be allowed only one (1) makeready/setup charge per order. This combined charge shall include all materials and operations necessary to makeready and/or setup the contractor's equipment for all files transmitted for that order. Invoices submitted with more than one (1) makeready/setup charge per order will be disallowed.

Initials

- (b) Survey Cover/Invitation Letters: Printing and imaging
in black only, including binding..... per 1,000 letters\$ _____
- (c) Survey Booklets: Printing and imaging
in black only, including binding..... per 1,000 pages\$ _____
- (d) Stuffer Sheets: Printing in black only,
including binding..... per 1,000 sheets\$ _____
- (e) Postcards: Printing and imaging
in black only, including binding..... per 1,000 postcards\$ _____
- (f) Inbound BRM Envelopes: Printing in black only,
including construction per 1,000 envelopes\$ _____
- (g) Outbound Envelopes (4-1/8 x 9-1/2"): Printing in black only,
including construction per 1,000 envelopes\$ _____
- (h) Outbound Envelopes (6 x 9-1/2"): Printing in black only,
including construction per 1,000 envelopes\$ _____

III. GATHERING, INSERTING, PACKING, AND DISTRIBUTION: Prices offered must be all-inclusive, as applicable, and must include the cost of all shipping containers; packing; all necessary wrapping and packing material; all required materials and operations necessary for the mailing of the live production samples, survey mailers, and postcards including (as applicable) the cost of gathering items in proper sequence; folding items to required size in accordance with these specifications; insertion of required items into appropriate mail-out envelope; labeling and marking; CASS/NCOA verification; and, complete distribution in accordance with these specifications.

1. Bulk Shipments (other than by mail):

Packing and sealing shipping containers per container\$ _____

2. Mailing:

(a) Mailers (4-1/8 x 9-1/2") per 1,000 mailers\$ _____

(b) Mailers (6 x 9-1/2") per 1,000 mailers\$ _____

(c) Postcards per 1,000 postcards\$ _____

Initials

SHIPMENTS: Shipments will be made from: City _____ State _____.

The city(ies) indicated above will be used for evaluation of transportation charges when shipment f.o.b. contractor's city is specified. If no shipping point is indicated above, it will be deemed that the bidder has selected the city and state shown below in the address block, and the bid will be evaluated and the contract awarded on that basis. If shipment is not made from evaluation point, the contractor will be responsible for any additional shipping costs incurred.

DISCOUNTS: Discounts are offered for payment as follows: _____ Percent _____ Calendar Days. See Article 12 "Discounts" of Solicitations Provisions in GPO Contract Terms (Publication 310.2).

AMENDMENT(S): Bidder hereby acknowledges amendment(s) number(ed) _____.

BID ACCEPTANCE PERIOD: In compliance with the above, the undersigned agrees, if this bid is accepted within _____ calendar days (60 calendar days unless a different period is inserted by the bidder) from the date for receipt of bids, to furnish the specified items at the price set opposite each item, delivered at the designated point(s), in exact accordance with specifications. *NOTE: Failure to provide a 60-day bid acceptance period may result in expiration of the bid prior to award.*

BIDDER'S NAME AND SIGNATURE: Unless specific written exception is taken, the bidder, by signing and submitting a bid, agrees with and accepts responsibility for all certifications and representations as required by the solicitation and GPO Contract Terms – Publication 310.2. When responding by email, fill out and return one copy of all pages in "SECTION 4. – SCHEDULE OF PRICES," including initialing/signing where indicated. Valid electronic signatures will be accepted in accordance with the Uniform Electronic Transactions Act, §2. Electronic signatures must be verifiable of the person authorized by the company to sign bids. *Failure to sign the signature block below may result in the bid being declared non-responsive.*

Bidder _____
(Contractor's Name) (GPO Contractor's Code)

(Street Address)

(City – State – Zip Code)

By _____
(Printed Name, Signature, and Title of Person Authorized to Sign this Bid) (Date)

(Person to be Contacted) (Telephone Number)

(Email) (Fax Number)

THIS SECTION FOR GPO USE ONLY

Certified by: _____ Date: _____ Contracting Officer: _____ Date: _____
(Initials) (Initials)

EXHIBIT A
Example of a Cover Letter (Face - English)

Page 1 of 1



DEPARTMENT OF VETERANS AFFAIRS
WASHINGTON, DC 20420

October 2025

[Insert Name]
[Insert Address]

[Insert Barcode] [MasterID]

Dear [Insert Name],

I am writing to invite you to participate in a satisfaction survey from the National Cemetery Administration (NCA) about your experience with a Memorial Product order (headstone, marker, medallion, commemorative plaque, commemorative urn, or certificate signed by the President of the United States honoring the Veteran's service). NCA will use the information gathered from this survey to identify areas where we excel and areas where we may need to improve.

There are two options to respond to this important survey based on your experiences with NCA:

1. Complete and return the enclosed survey in the pre-paid envelope provided.

-or-

2. Complete the survey online by going to **www.SurveyNCA.org** and entering your unique survey token: **[Web Token]**

Participation in the survey is completely voluntary, and any information shared is confidential. Your benefits cannot be affected whether or not you participate in the survey.

NCA has partnered with Tribility, LLC to conduct the survey.

If you have questions about this survey or your participation, please contact the Survey Help Desk at 1-888-370-9970 or send an email to NCASurveySupport@Tribility.com. Help Desk staff are available Monday through Friday from 9:00 am to 5:00 pm ET. If you have questions about Veteran benefits, please call the Department of Veterans Affairs customer service department at 1-800-827-1000.

Si usted prefiere recibir una encuesta en español, o requiere ayuda en español, por favor, contáctenos en el 1-888-370-9970 o envíenos un correo electrónico a NCASurveySupport@Tribility.com. Si tiene usted preguntas acerca de los beneficios para Veteranos, por favor llama al departamento de asuntos de Veteranos, departamento de servicio al cliente del 1-800-827-1000.

Thank you in advance for helping us with this important work.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric D. Powell", is located below the "Sincerely," text.

Eric D. Powell, PhD
Acting Executive Director, Field Programs
National Cemetery Administration

P.S. For information regarding NCA benefits, I invite you to visit our home page at <https://www.cem.va.gov>.

EXHIBIT B
Example of a Cover Letter (Face - Spanish)

Page 1 of 1



DEPARTMENT OF VETERANS AFFAIRS
WASHINGTON, DC 20420

Octubre de 2025

[Insert Name]
[Insert Address]

[Insert Barcode] [MasterID]

Estimado/a [Insert Name]:

Le escribo para invitarle a participar en una encuesta de satisfacción de la Administración Nacional de Cementerios (NCA, por sus siglas en inglés) sobre su experiencia con un pedido de Producto Conmemorativo (lápida, marcador, medallón, placa conmemorativa, urna conmemorativa, o certificado firmado por el Presidente de los Estados Unidos en honor al servicio del Veterano). NCA utilizará la información recopilada de esta encuesta para identificar áreas donde sobresalimos y áreas donde podríamos necesitar mejorar.

Hay dos opciones para responder a esta importante encuesta basada en sus experiencias con NCA:

1. Complete y devuelva la encuesta adjunta en el sobre con franqueo pagado que se proporciona.
-o-
2. Complete la encuesta en línea visitando **www.SurveyNCA.org** e ingresando su código único de encuesta: **[Web Token]**

La participación en la encuesta es completamente voluntaria, y cualquier información compartida es confidencial. Sus beneficios no pueden verse afectados independientemente de si participa o no en la encuesta.

NCA se ha asociado con Tribility, LLC para realizar la encuesta.

Si tiene preguntas sobre esta encuesta o su participación, por favor comuníquese con la Mesa de Ayuda de Encuestas al 1-888-370-9970 o envíe un correo electrónico a NCASurveySupport@Tribility.com. El personal de Mesa de Ayuda está disponible de lunes a viernes de 9:00 am a 5:00 pm ET. Si tiene preguntas sobre los beneficios para veteranos, por favor llame al departamento de servicio al cliente del Departamento de Asuntos de Veteranos al 1-800-827-1000.

Gracias de antemano por ayudarnos con este importante trabajo.

Atentamente

A handwritten signature in black ink, appearing to read "Eric D. Powell".

Eric D. Powell, PhD
Director Ejecutivo Interino, Programas de Campo
Administración de Cementerios Nacionales

P.D. Para información sobre los beneficios de NCA, le invito a visitar nuestra página principal en <https://www.cem.va.gov>.

EXHIBIT C
Example of 8-Page Survey Booklet (English)

Page 1 of 8

OMB Control Number 2900-0571
Estimated Completion Time: 20 Minutes
0000001

U.S. DEPARTMENT OF VETERANS AFFAIRS
NATIONAL CEMETERY ADMINISTRATION
NATIONAL CEMETERIES:
2026 NEXT OF KIN/FAMILY MEMBER SATISFACTION SURVEY



An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB control number for this project is 2900-0571, and it expires 09/30/2026. Public reporting burden for this collection of information is estimated to average 20 minutes per respondent, per year, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate and any other aspect of this collection of information, including suggestions **for reducing the burden, to VA Reports Clearance Officer at VAPRA@va.gov**. Please refer to OMB Control No. 2900-0571 in any correspondence. Do not send your completed VA Survey to this email address.

The information you supply will be confidential and protected by the Privacy Act of 1974 (5 U.S.C. 522a) and the VA's confidentiality statute (38 U.S.C. 5701) as implemented by 38 CFR 1.526(a) and 38 CFR 1.576(b). Disclosure of information involves releases of statistical data and other non-identifying data for the improvement of services within the National Cemetery Administration and for associated administrative purposes.

The survey will take about 20 minutes to complete. Please read each question carefully before making your response. If you prefer, you may instead complete the survey online by going to www.SurveyNCA.org and entering your unique survey token: 3142164

Marking Instructions

- **Use pencil or pen. Make heavy dark marks that fill the circles completely.** If you wish to change an answer, erase cleanly (pencil) or put an "X" over the incorrect response (pen).
- **Fill in one answer circle for each question unless it states "Mark all that apply."**
- **When you are finished, please place the questionnaire in the enclosed postage-paid envelope and put it in the mail.**

Correct Mark **Incorrect Marks**
      

If you have any questions or concerns, please contact the Survey Help Desk at (888) 370-9970
or email NCASurveySupport@Tribility.com



KG0815192

EXHIBIT C
Example of 8-Page Survey Booklet (English)

Page 2 of 8

Please complete this survey based on your experiences at the VA national cemetery where your loved one was interred.

Choosing a VA National Cemetery / National Cemetery Support and Interaction / NCA Videos

1. Why did you choose to inter your loved one in a VA national cemetery? (Mark all that apply)

- ☐ My loved one wanted to be interred in a national cemetery
- ☐ My loved one wanted to be close to other relatives or friends already buried in the cemetery
- ☐ The cemetery location will make it easy to
- ☐ It was a more affordable burial option
- ☐ The cemetery's reputation in the local Veteran community
- ☐ It was recommended by a VA outreach officer and/or at a VA outreach event
- ☐ It was recommended by the funeral director
- ☐ It was recommended by someone I trust (e.g., friend, relative, Veterans Service Officer, etc.)
- ☐ Other (specify): _____

2. Prior to your time of need, were you aware of the benefits related to burial in a national cemetery?

- ☐ Yes
- ☐ No → **GO TO QUESTION #4**

3. How did you learn of these benefits prior to your time of need? (Mark all that apply)

- ☐ Family member/friends
- ☐ Funeral home
- ☐ Military discharge related materials
- ☐ Other Veteran/Active-duty member
- ☐ Pre-Need Burial Eligibility Determination
- ☐ Veterans Service Organization
- ☐ VA/NCA pamphlet, newsletter, brochure
- ☐ VA/NCA website
- ☐ Other VA organization
- ☐ Professional/military association meetings
- ☐ Local news
- ☐ VA/NCA public service announcement/advertisement
- ☐ VA/NCA social media (Facebook or X, formerly as Twitter)
- ☐ Other (specify): _____

4. Prior to the time of need, what is the BEST way for the national cemetery to convey information regarding benefits? (Mark only one)

- ☐ E-mail
- ☐ Newsletter/flyer
- ☐ Local newspaper/television news reports
- ☐ VA/NCA Social Media (Facebook or X, formerly known as Twitter)
- ☐ Professional/military association meetings
- ☐ Other (specify): _____

5. Did the funeral director provide information about burial and memorial benefits available for Veterans? (Mark all that apply)

- ☐ Not applicable: Funeral Director not used
- ☐ Funeral Director provided information VA burial benefits for Veterans
- ☐ Funeral Director provided information VA memorial benefits for Veterans
- ☐ No, the Funeral Director did not provide information about either VA burial or memorial benefits

6. Was a committal service held at the national cemetery for your loved one?

- ☐ Yes, and I was involved in planning it
- ☐ Yes, but I was not involved in planning it
→ **GO TO QUESTION #14**
- ☐ No, the committal service was not held
→ **GO TO QUESTION #17**
- ☐ Don't know/Can't recall → **GO TO QUESTION #17**

7. How satisfied were you with NCA's available dates and times offered for the scheduling of your committal service?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

8. To what extent were you informed of the details (e.g. length of service, use of committal shelters) related to the committal service prior to attending the service?

- ☐ Very informed
- ☐ Somewhat informed
- ☐ Neither informed nor uninformed
- ☐ Somewhat uninformed
- ☐ Very uninformed

EXHIBIT C
Example of 8-Page Survey Booklet (English)

Page 3 of 8

9. Prior to the service for your loved one, did you view the NCA videos illustrating different committal service options at VA national cemeteries? ☐ Yes, the Funeral Director provided it ☐ Yes, but it was not provided by the Funeral Director ☐ No → GO TO QUESTION #12 10. The videos helped me understand the burial process at the national cemetery. ☐ Strongly agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree 11. Was your experience at the national cemetery similar to the video on service options you viewed? ☐ Yes ☐ No 12. At the committal service, did your family have any of the following special needs or requests? (Mark all that apply) ☐ Visit the gravesite ☐ View the burial ☐ Special religious practices (e.g., blessing the gravesite) ☐ Special cultural practices (e.g., spreading/ placement of earth/soil into the grave) ☐ Additional seating at the committal service ☐ Handicapped accommodations ☐ No, my family did not have any special needs or requests → GO TO QUESTION #14 13. Was the cemetery able to accommodate these special needs or requests to your satisfaction? ☐ Yes, completely ☐ Yes, somewhat ☐ No, and I understand why ☐ No, and I did not understand why 14. The committal shelter used for the service was private, clean, and free of safety hazards. ☐ Strongly agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree	15. If your loved one received military funeral honors, how satisfied were you with the quality of the honors received? ☐ My loved one did not receive military funeral honors ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 16. Overall, how satisfied were you with the committal service at the national cemetery? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 17. How many times have you visited the national cemetery where your loved one was interred? ☐ 1-3 ☐ 4-6 ☐ 7-9 ☐ 10 or more ☐ None. I have not visited 18. How far do you reside from the national cemetery? ☐ Less than 15 miles ☐ 15 to 29 miles ☐ 30 to 44 miles ☐ 45 to 59 miles ☐ 60 to 75 miles ☐ More than 75 miles 19. Do any of the following factors limit the number of times you visit the national cemetery where your loved one is interred? (Mark all that apply) ☐ Distance to the national cemetery ☐ Access to transportation ☐ Health status ☐ Other (specify): _____ ☐ None of these factors limit my visits 20. Overall, how satisfied were you with the information provided throughout your experience with the national cemetery? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied
---	--

EXHIBIT C
Example of 8-Page Survey Booklet (English)

Page 4 of 8

21. Looking back at your overall experiences with the national cemetery, which items would you have liked more information about? (Mark all that apply)

- ☐ None. I was well informed
- ☐ Details of the committal service
- ☐ Floral policy
- ☐ Military funeral honors
- ☐ Headstone or marker inscription options
- ☐ Location of gravesite
- ☐ Certificate signed by the President of the United States honoring the Veteran's service
- ☐ Layout of the cemetery (Maps)
- ☐ Timeline of the replacement of headstone/ marker
- ☐ Directions to cemetery
- ☐ Other (specify): _____

22. Please add any comments regarding information about the process or support you received from the cemetery you would like to share with NCA.

National Cemetery Scheduling Office Experience

23. Did you or a family member personally schedule the interment through the National Cemetery Scheduling Office (1-800-535-1117)?

- ☐ Yes
- ☐ No. A funeral director scheduled it.
→ GO TO QUESTION #25
- ☐ Don't know → GO TO QUESTION #25

24. How satisfied were you with the services you or your family member received from the National Cemetery Scheduling Office?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

Headstones, Markers or Columbarium Niche Covers

25. Were the inscription options for the headstone, marker, or columbarium niche cover explained to you?

- ☐ Yes
- ☐ No
- ☐ Not sure/Don't know

26. Did you feel you had sufficient time to make a decision on the headstone, marker, or columbarium niche cover inscription?

- ☐ Yes
- ☐ No

27. How satisfied were you with the amount of time it took for the permanent headstone, marker, or columbarium niche cover to be placed?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ Don't know/The marker or headstone has not yet arrived → GO TO QUESTION #30

28. Overall, how satisfied were you with the quality and appearance of the headstone, marker, or columbarium niche cover when it arrived?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ Don't know/Haven't seen

29. When the headstone, marker, or columbarium niche cover arrived, was the inscription accurate?

- ☐ Yes
- ☐ No
- ☐ Don't know/Haven't seen

The Presidential Memorial Certificate, the Veterans Legacy Memorial, and the NCA Pre-Need Eligibility Registration Process

30. Did you receive a certificate signed by the President of the United States honoring the Veteran's service?

- ☐ Yes
- ☐ No → GO TO QUESTION #33
- ☐ No, loved one was not a Veteran → GO TO QUESTION #33
- ☐ Don't know → GO TO QUESTION #33

For information about the Presidential Memorial Certificate (the certificate signed by the President of the United States honoring the Veteran's service) or to order more copies, please visit our website at www.cem.va.gov/pmc.asp

31. How satisfied were you with the quality of the certificate signed by the President of the United States honoring the Veteran's service?

- ☐ Very satisfied → GO TO QUESTION #33
- ☐ Somewhat satisfied → GO TO QUESTION #33
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

EXHIBIT C
Example of 8-Page Survey Booklet (English)

Page 5 of 8

32. Why were you not satisfied with the quality of the certificate signed by the President of the United States honoring the Veteran's service? (Mark all that apply) ☐ Envelope was bent/torn ☐ Name was misspelled ☐ Poor print quality ☐ Other (specify): _____ 33. Are you aware of the Veterans Legacy Memorial (VLM) website www.vlm.cem.va.gov? ☐ Yes, and I have visited the site ☐ Yes, but I have not visited the site → GO TO QUESTION #37 ☐ No. This is the first I have heard of it → GO TO QUESTION #37 34. How easy was the VLM site to navigate? ☐ Very easy ☐ Easy ☐ Neither easy nor difficult ☐ Difficult ☐ Very difficult 35. Have you added content to a Veteran page on the VLM site? (Mark all that apply) ☐ Yes ☐ No. The content submission process was too difficult ☐ No. I'm not comfortable sharing content on a Veteran's page ☐ No. Other (specify): _____ 36. How did you become aware of the Veterans Legacy Memorial website? (Mark all that apply) ☐ News Article ☐ Social Media ☐ Email or Text from VA about VLM ☐ Email from VLM that Veteran's VLM Page has been created ☐ VLM QR Code ☐ Cemetery Staff ☐ Funeral Director ☐ End of Life Caregiver ☐ NCA/VA Event ☐ Veteran Service Organization ☐ Word of Mouth from family, friends, co-workers, etc. ☐ Other (specify): _____ ☐ I was not previously aware of the Veterans Legacy Memorial platform 37. Are you aware of the NCA Pre-Need Eligibility process? ☐ Yes ☐ No → GO TO QUESTION #41	38. How did you first become aware of the Pre-Need opportunity? (Mark only one) ☐ Family member/friends ☐ Funeral home ☐ Military discharge related materials ☐ Other Veteran/Active-duty member ☐ Pre-Need Burial Eligibility Determination ☐ Veterans Service Organization ☐ VA/NCA pamphlet, newsletter, brochure ☐ VA/NCA website ☐ Other VA organization ☐ Professional/military association meetings ☐ Local news ☐ VA/NCA public service announcement/advertisement ☐ VA/NCA social media (Facebook or X, formerly known as Twitter) ☐ Other (specify): _____ 39. Have you applied for Pre-Need Eligibility? ☐ Yes ☐ No → GO TO QUESTION #41 40. Were you satisfied with the length of time it took to receive a certificate of eligibility? ☐ Yes ☐ No ☐ Have not received yet 41. Do you have any additional comments on the headstone, marker or niche cover, the Presidential Memorial Certificate, the Veterans Legacy Memorial or the NCA Pre-Need Eligibility process? _____ _____ _____ _____ _____ _____ _____
---	--

EXHIBIT C
Example of 8-Page Survey Booklet (English)

For the following series of statements please indicate your level of agreement.	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/ Not applicable
42. The <u>upkeep</u> of the headstones, markers, or columbarium niche covers is excellent	☐	☐	☐	☐	☐	☐
43. There are sufficient signs within the national cemetery:						
(a) to identify the committal service location	☐	☐	☐	☐	☐	☐
(b) to locate my loved one's gravesite	☐	☐	☐	☐	☐	☐
(c) to inform what (i.e. flowers) can be left at the gravesite and cemetery removal policies	☐	☐	☐	☐	☐	☐
44. The <u>quality of service</u> received from national cemetery staff is excellent	☐	☐	☐	☐	☐	☐
45. The national cemetery staff was <u>courteous</u>	☐	☐	☐	☐	☐	☐
46. The national cemetery staff was professional in terms of being <u>knowledgeable, helpful, and responsive</u>	☐	☐	☐	☐	☐	☐
47. The <u>appearance</u> of my loved one's gravesite/columbarium is excellent	☐	☐	☐	☐	☐	☐
48. The information kiosks (i.e., gravesite locators) are <u>helpful</u> to me.	☐	☐	☐	☐	☐	☐
49. The <u>overall appearance</u> of the national cemetery is excellent. ...	☐	☐	☐	☐	☐	☐
50. Overall, I am satisfied with my experience at the national cemetery	☐	☐	☐	☐	☐	☐
51. The national cemetery honors all Veterans and their service to our nation	☐	☐	☐	☐	☐	☐
52. I would <u>recommend</u> the national cemetery to Veteran families during their time of need	☐	☐	☐	☐	☐	☐
53. I <u>trust</u> VA and the National Cemetery Administration <u>to meet the burial needs of Veterans in the future.</u>	☐	☐	☐	☐	☐	☐
54. I <u>trust</u> VA and the National Cemetery Administration <u>to maintain</u> national cemeteries as national shrines in the future.	☐	☐	☐	☐	☐	☐
55. <u>My experiences</u> with the national cemetery <u>exceeded my expectations</u>	☐	☐	☐	☐	☐	☐

EXHIBIT C
Example of 8-Page Survey Booklet (English)

Page 7 of 8

- 56. Have you visited a state, tribal or territorial Veterans cemetery?**
- ☐ Yes
- ☐ No → **GO TO QUESTION #59**
- ☐ Don't know/Not applicable → **GO TO QUESTION #59**

- 57. Based on your visit, the appearance of the state, tribal or territorial Veterans cemetery compares favorably to the VA national cemetery.**
- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

- 58. Based on your visit, the quality of service at the state, tribal or territorial Veterans cemetery compares favorably to the VA national cemetery.**
- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

- 59. The honor of being interred at a state, tribal or territorial Veterans cemetery is equivalent to that of being interred at a VA national cemetery.**
- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know/Not applicable

Opportunity to Livestream the Committal Service

- 60. Was your family interested in livestreaming one or more parts of your loved one's funeral or committal activities?**
- ☐ Yes
- ☐ No
- 61. Did your funeral service provider offer an option to livestream one or more parts of your loved one's funeral or committal activities?**
- ☐ Yes
- ☐ No
- 62. Did your family livestream your loved one's committal service at the national cemetery?**
- ☐ Yes
- ☐ No

Demographics Disclaimer Statement:

Although responding to the following question(s) is voluntary, VA strongly encourages you to provide as much data and information as possible. Your responses will not be connected to you as an individual. These responses will help improve customer experience, approved research, and the quality of care and services for all Veterans. They will not be used to update your customer profile or other demographics found in any of your VA records. VA follows strict security and privacy practices and adheres to VA's data ethics standards to keep secure.

- 63. Was your loved one your.....**

- ☐ Spouse
- ☐ Partner
- ☐ Parent
- ☐ Child
- ☐ Other relative
- ☐ Not a relative

- 64. Are you a Veteran?**

- ☐ Yes
- ☐ No → **GO TO QUESTION #66**

- 65. Are you a Veteran married/partnered to a Veteran?**

- ☐ Yes
- ☐ No

Please note: Veterans who are married to Veterans are entitled to individual gravesite and headstone/marker/medallion benefits. Visit www.va.gov/burials-memorials/eligibility/ for more information.

- 66. What is your sex?**

- ☐ Female
- ☐ Male

- 67. What language do you mainly speak at home?**

- ☐ English
- ☐ Spanish
- ☐ Chinese
- ☐ Tagalog
- ☐ Vietnamese
- ☐ Arabic
- ☐ Some other language (specify): _____

- 68. In what year were you born?**

--	--	--	--

Page 8 of 8

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins or other markings on the paper.

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 1 of 12

OMB Control Number 2900-0571
Estimated Completion Time: 20-30 Minutes

U.S. DEPARTMENT OF VETERANS AFFAIRS
NATIONAL CEMETERY ADMINISTRATION
2026 FUNERAL DIRECTOR SATISFACTION SURVEY
(National Cemeteries; VA Memorial Products; and State, Tribal or Territorial Veterans Cemeteries)



An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB control number for this project is 2900-0571, and it expires 09/30/2026. Public reporting burden for this collection of information is estimated to average 20 minutes per respondent, per year, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate and any other aspect of this collection of information, including suggestions for reducing the burden, to VA Reports Clearance Officer at VAPRA@va.gov. Please refer to OMB Control No. 2900-0571 in any correspondence. Do not send your completed VA Survey to this email address.

The information that you supply will be confidential and protected by the Privacy Act of 1974 (5 U.S.C. 522a) and the VA's confidentiality statute (38 U.S.C. 5701) as implemented by 38 CFR 1.526(a) and 38 CFR 1.576(b). Disclosure of information involves releases of statistical data and other non-identifying data for the improvement of services within the National Cemetery Administration and for associated administrative purposes.

The survey will take about 20 minutes to complete. Please read each question carefully before making your response. If you prefer, you may instead complete the survey online by going to www.SurveyNCA.org and entering your unique survey token: [Web Token]

Marking Instructions

- **Use pencil or pen. Make heavy dark marks that fill the circles completely.** If you wish to change an answer, erase cleanly (pencil) or put an "X" over the incorrect response (pen).
- Fill in one answer circle for each question unless it states "Mark all that apply."
- **When you are finished, please place the questionnaire in the enclosed postage-paid envelope and put it in the mail.**

Correct Mark **Incorrect Marks**
      

If you have any questions or concerns, please contact the Survey Help Desk at (888) 370-9970
or email NCASurveySupport@Tribility.com



EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 2 of 12

2026 FUNERAL DIRECTOR NATIONAL SATISFACTION SURVEY

IMPORTANT – PLEASE ANSWER BEFORE PROCEEDING:

1. Do you inform families of Veterans of their potential burial and memorial benefits from the VA for which they might be eligible?
☐ Yes
☐ No
2. Are you aware of the NCA Funeral Director resource page at <https://www.cem.va.gov/funeraldirector.asp>?
☐ Yes
☐ No → GO TO QUESTION #5
3. Are you aware that the Funeral Director resources on the NCA website have links to the NCA videos illustrating different committal service options at VA national cemeteries?
☐ Yes
☐ No → GO TO QUESTION #5
4. Do you find the NCA videos illustrating committal services useful in explaining to a family what to expect when scheduling a service at a VA national cemetery?
☐ Yes
☐ Somewhat
☐ No
☐ Did not view the video
☐ I don't remember

5. Do you typically provide information resources on military honors to next of kin?
☐ Yes
☐ No
6. Are you aware of the NCA Pre-Need Eligibility process?
☐ Yes
☐ No
7. How often do your customers request “green” (i.e., environmentally sensitive) burials?
☐ Always
☐ Often
☐ About half of the time
☐ Rarely
☐ Never
8. Did you offer livestreaming of committal services at cemeteries?
☐ Yes
☐ No
9. Did you conduct business at a national cemetery during the 2025 calendar year?
☐ Yes → GO TO QUESTION #1 BELOW
☐ No → GO TO THE MEMORIAL PRODUCTS SERVICE SATISFACTION SURVEY ON PAGE 6

2026 NATIONAL CEMETERIES SATISFACTION SURVEY

1. A 2-sided list of cemeteries was included in the survey packet. Please refer to the side titled “A - NATIONAL CEMETERIES LIST” to identify which national cemetery you most frequently did business with within the 2025 calendar year and fill in the ID below.

--	--	--

Please complete this survey based on your experiences at this national cemetery within the 2025 calendar year.

2. How far is your funeral home from the national cemetery with which you most frequently did business?

☐ Less than 15 miles	☐ 45 miles to 59 miles
☐ 15 miles to 29 miles	☐ 60 miles to 75 miles
☐ 30 miles to 44 miles	☐ More than 75 miles
3. How long has your funeral home worked with the national cemetery?

☐ Less than 1 year	☐ 9 to 12 years
☐ 1 to 4 years	☐ 13 years or more
☐ 5 to 8 years	☐ I don't know

EXHIBIT D
Example of 12-Page Survey Booklet (English)

4. Do you feel that you are well informed by the national cemetery of its policies and procedures? ☐ Yes, well informed ☐ Yes, somewhat well informed ☐ No, not well informed 5. In general, of the following services, which one provides you the MOST information about national cemetery policies and procedures? (Mark only one) ☐ VA/NCA website ☐ Outreach by cemetery staff ☐ Veterans Service Officers ☐ Professional associations/conventions/meetings ☐ Local newspaper/television news reports ☐ Other (specify): _____ 6. What national cemetery policies or procedures do you feel you could use more information about? (Mark all that apply) ☐ None, I feel well informed ☐ Scheduling process ☐ Eligibility requirement for burial in a national cemetery ☐ Floral policy ☐ Military funeral honors ☐ Headstone, marker or columbarium niche cover inscription options ☐ Presidential Memorial Certificates (the certificate signed by the President of the United States honoring the Veteran's service) ☐ Other (specify): _____ <i>For information about the Presidential Memorial Certificate (the certificate signed by the President of the United States honoring the Veteran's service) or to order more copies, please visit our web page at www.cem.va.gov/pmc.asp.</i> 7. What is the best way for the national cemetery to communicate with your funeral home regarding changes in its policies and procedures? (Mark only one) ☐ Email ☐ Letter ☐ Phone ☐ Other (specify): _____ 8. Overall, how satisfied are you with the communication between your funeral home and the national cemetery? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied	9. During committal services, how often do you receive the support you need from cemetery staff? ☐ Always ☐ Often ☐ About half of the time ☐ Rarely ☐ Never 10. Generally, how often do committal services at the national cemetery start on time? ☐ Always ☐ Often ☐ About half of the time ☐ Rarely ☐ Never 11. If you are delayed in arriving at the national cemetery for a scheduled service, how successful is the cemetery in adjusting the schedule to accommodate the family? ☐ Very successful ☐ Somewhat successful ☐ Neither successful nor unsuccessful ☐ Somewhat unsuccessful ☐ Very unsuccessful ☐ Don't know/Not applicable 12. How satisfied are you with the NCA's available dates and times to schedule your committal service and/or interment? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 13. Overall, how satisfied were you with the length of time you were on the phone to schedule interments with the national cemetery? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 14. How easy is the process of scheduling an interment at the national cemetery? ☐ Very easy ☐ Somewhat easy ☐ Neither easy nor hard ☐ Somewhat hard ☐ Very hard
--	--

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 4 of 12

15. How do you compare the ease of scheduling between a national cemetery with scheduling another cemetery type? ☐ Easier ☐ About the same ☐ Harder 16. Do you understand the eligibility requirements for burial in a national cemetery, including eligibility for National Guard, Reservists, and Veteran dependents? ☐ Yes ☐ No 17. How easy is it to schedule military honors at the national cemetery? ☐ Very easy ☐ Somewhat easy ☐ Neither easy nor hard ☐ Somewhat hard ☐ Very hard	18. To what extent is the quality of military honors acceptable? ☐ Very acceptable ☐ Somewhat acceptable ☐ Neither acceptable nor unacceptable ☐ Somewhat unacceptable ☐ Very unacceptable 19. Do you understand the inscription options for the headstone, marker or columbarium niche cover available to next of kin? ☐ Yes ☐ No 20. How often do you inform or provide information to your clients about the Veterans Legacy Memorial Program (www.vlm.cem.va.gov)? ☐ Always ☐ Often ☐ About half of the time ☐ Rarely ☐ Never, but I have heard of the program ☐ Never, but I have NOT heard of the program
--	--

EXHIBIT D
Example of 12-Page Survey Booklet (English)

For the following series of statements please indicate your level of agreement.		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/ Not applicable
21. The upkeep of the headstones, markers, or columbarium niche covers is excellent.	☐	☐	☐	☐	☐	☐	☐
22. The committal shelter used for the service was <u>private, clean, and free of safety hazards</u>	☐	☐	☐	☐	☐	☐	☐
23. The national cemetery <u>honors</u> all Veterans and their service to our nation	☐	☐	☐	☐	☐	☐	☐
24. There are <u>sufficient signs</u> within the national cemetery:							
(a) to identify the committal service location	☐	☐	☐	☐	☐	☐	☐
(b) to locate my loved one's gravesite.	☐	☐	☐	☐	☐	☐	☐
(c) to inform what (i.e. flowers) can be left at the gravesite and cemetery removal policies	☐	☐	☐	☐	☐	☐	☐
25. The <u>quality of service</u> received from cemetery staff is excellent	☐	☐	☐	☐	☐	☐	☐
26. The national cemetery staff was <u>courteous</u>	☐	☐	☐	☐	☐	☐	☐
27. The national cemetery staff was professional in terms of being <u>knowledgeable, helpful, and responsive</u>	☐	☐	☐	☐	☐	☐	☐
28. The National Cemetery Scheduling Office's hours of operation <u>meet my needs</u> for scheduling services	☐	☐	☐	☐	☐	☐	☐
29. The information kiosks (i.e., gravesite locators) are <u>helpful</u> to me	☐	☐	☐	☐	☐	☐	☐
30. The <u>overall appearance</u> of the national cemetery is excellent	☐	☐	☐	☐	☐	☐	☐
31. Overall, I am <u>satisfied with my experience</u> at the national cemetery. ...	☐	☐	☐	☐	☐	☐	☐
32. I would <u>recommend</u> the national cemetery to Veteran families during their time of need	☐	☐	☐	☐	☐	☐	☐
33. I <u>trust</u> VA and the National Cemetery Administration <u>to meet the burial needs of Veterans in the future</u>	☐	☐	☐	☐	☐	☐	☐
34. I <u>trust</u> VA and the National Cemetery Administration <u>to maintain</u> national cemeteries as national shrines in the future.	☐	☐	☐	☐	☐	☐	☐
35. <u>My experiences</u> with the national cemetery <u>exceeded my expectations</u>	☐	☐	☐	☐	☐	☐	☐
36. Please use this space to elaborate on any aspect of your experience at the national cemetery you wish to share with us. If your comment is in response to a specific question, please reference the question number. 							
Note: If you would like to be contacted by the cemetery, please write your name and contact information (address or telephone number): 							

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 6 of 12

2026 MEMORIAL PRODUCTS SERVICE SATISFACTION SURVEY

IMPORTANT – PLEASE ANSWER BEFORE PROCEEDING: Did your funeral home order NCA memorial products (headstones, markers, medallions, or Presidential Memorial Certificates (certificate signed by the President of the United States honoring the Veteran's service)) during the 2025 calendar year?

- ☐ Yes → **GO TO QUESTION 1 BELOW**
- ☐ No → **GO TO THE STATE, TRIBAL OR TERRITORIAL VETERANS CEMETERIES SATISFACTION SURVEY ON PAGE 9**

- | | |
|---|---|
| <p>1. Do you understand the eligibility requirements for Veteran benefits, including eligibility for National Guard, Reservists, and Veteran dependents?</p> <p>☐ Yes
☐ No</p> <p>2. On average, about how many VA headstones, markers and medallions do you/your company order in a year?</p> <p>☐ Less than 10
☐ 10 to 25
☐ 26 to 40
☐ More than 40</p> <p>3. How do you typically order VA headstones, markers, or medallions? (Mark all that apply)</p> <p>☐ Via the mail (to National VA)
☐ Online via Quick Submit
☐ Via fax (to National VA)
☐ Via the local VA Office
☐ Other (specify): _____</p> <p>4. How satisfied are you with the process you typically use to order headstones, markers, and medallions?</p> <p>☐ Very satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Very dissatisfied</p> <p>5. Did you call the NCA Applicant Assistance Number (1-800-697-6947) for assistance with a headstone, marker or medallion?</p> <p>☐ Yes
☐ No → GO TO QUESTION #8
☐ Don't know → GO TO QUESTION #8</p> <p>6. Why did you call NCA? (Mark all that apply)</p> <p>☐ To check on the status of an order
☐ To get help with ordering a marker
☐ To file a complaint about a marker
☐ Other (specify): _____</p> | <p>7. How satisfied were you with the service you received from the NCA Customer Service Representative?</p> <p>☐ Very satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Very dissatisfied</p> <p>8. How easy is the process of scheduling an interment at a national cemetery vs. a non-VA cemetery?</p> <p>☐ Easier at the non-VA cemetery
☐ About the same
☐ Easier at the national cemetery
☐ Don't know/No opinion</p> <p>9. Have you visited the VA website for information about ordering the headstone, marker or medallion?</p> <p>☐ Yes
☐ No → GO TO QUESTION #12</p> <p>10. What kind of information were you looking for on VA's website? (Mark all that apply)</p> <p>☐ How to order a headstone/marker/medallion
☐ Download an order form
☐ Find information on documentation needed
☐ Find out what could go on the headstone/marker/medallion
☐ Find information on the certificate signed by the President of the United States honoring the Veteran's service
☐ Other (specify): _____</p> <p>11. How satisfied were you with the ease of finding the information you were looking for on VA's website?</p> <p>☐ Very satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Very dissatisfied</p> |
|---|---|

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 7 of 12

12. When completing an application for a VA headstone, marker or medallion, do you typically... (Mark only one) ☐ Complete and confirm information with family member's review and signature ☐ Complete and send to VA ☐ Partially complete and give to family member for finalization ☐ Other (specify): _____ 13. Are you aware of the following requirements? Memorial products orders require the signature from the next of kin or written delegation or representation? ☐ Yes ☐ No Certification that the Veteran for whom the headstone, marker or medallion is intended has not committed a capital crime and/or Tier 3 sex offense? ☐ Yes ☐ No 14. Generally, about how long after ordering the headstone, marker, or medallion did it arrive? ☐ Less than 1 month ☐ Between 1 and 2 months ☐ Between 2 and 3 months ☐ Between 3 and 4 months ☐ More than 4 months ☐ Has not arrived yet ☐ Don't know/Not sure 15. How satisfied are you with the amount of time it takes to receive VA markers? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 16. In the past year, have you/your company had problems with a delivered headstone, marker or medallion? ☐ Yes ☐ No → GO TO QUESTION #20 ☐ Don't know → GO TO QUESTION #20 17. About what percentage of the markers that you receive have problems? ☐ Less than 1% ☐ 1-5% ☐ 6-10% ☐ More than 10%	18. What types of problems have you experienced with VA furnished headstones and markers? (Mark all that apply) ☐ Broken/chipped headstones/markers ☐ Typographical errors ☐ Wrong information/symbol ☐ Discoloration ☐ Wrong type of headstone/marker ☐ Other (specify): _____ 19. How satisfied are you with the timeliness in which problems have been corrected? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 20. Generally, how would you rate the quality of the VA headstones or markers received compared to those received in previous years in the following areas? <table style="width: 100%; border-collapse: collapse;"><thead><tr><th></th><th style="text-align: center;">Excellent</th><th style="text-align: center;">Above average</th><th style="text-align: center;">Average</th><th style="text-align: center;">Below average</th><th style="text-align: center;">Extremely poor</th></tr></thead><tbody><tr><td>Cut</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td></tr><tr><td>Polish</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td></tr><tr><td>Color</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td></tr><tr><td>Finish</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td></tr><tr><td>Depth of the inscription (Stone only)</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td><td style="text-align: center;">☐</td></tr></tbody></table> 21. Please indicate your level of agreement with the following statement: "The overall quality (i.e., craftsmanship, not damaged, correct inscription spelling, etc.) of the headstone, marker, or medallion I received from the VA was excellent." ☐ Strongly agree ☐ Agree ☐ Neither agree nor disagree ☐ Disagree ☐ Strongly disagree 22. Are you aware of the Presidential Memorial Certificate (PMC) (the certificate signed by the President of the United States honoring the Veteran's service)? ☐ Yes ☐ No → GO TO QUESTION #25 <i>For more information about the Presidential Memorial Certificate (the certificate signed by the President of the United States honoring the Veteran's service) or to order more copies, please visit our web page at www.cem.va.gov/pmc.asp</i>		Excellent	Above average	Average	Below average	Extremely poor	Cut	☐	☐	☐	☐	☐	Polish	☐	☐	☐	☐	☐	Color	☐	☐	☐	☐	☐	Finish	☐	☐	☐	☐	☐	Depth of the inscription (Stone only)	☐	☐	☐	☐	☐
	Excellent	Above average	Average	Below average	Extremely poor																																
Cut	☐	☐	☐	☐	☐																																
Polish	☐	☐	☐	☐	☐																																
Color	☐	☐	☐	☐	☐																																
Finish	☐	☐	☐	☐	☐																																
Depth of the inscription (Stone only)	☐	☐	☐	☐	☐																																

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 8 of 12

23. Do you typically inform your clients about the Presidential Memorial Certificate? ☐ Yes ☐ No → If no, please explain why not _____ _____ _____ _____ 24. Do you typically order the Presidential Memorial Certificate for your clients? ☐ Yes ☐ No 25. Overall, how satisfied are you with your experience with these VA Memorial Products and Services? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied	26. Please use this space to elaborate on any additional aspects of your experience you would like to share with the NCA. If your comment is in response to a specific question, please reference the question number. _____ _____ _____ _____ _____ _____ _____ _____ _____ _____
--	--

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 9 of 12

2026 STATE, TRIBAL OR TERRITORIAL VETERANS CEMETERIES SATISFACTION SURVEY

IMPORTANT – PLEASE ANSWER BEFORE PROCEEDING: Did you conduct business at a state, tribal or territorial Veterans cemetery during the 2025 calendar year?

- ☐ Yes → **GO TO QUESTION 1 BELOW**
☐ No → **Please return this survey in the pre-paid envelope provided**

- 1. A 2-sided list of cemeteries was included in the survey packet. Please refer to the side titled “B - STATE, TRIBAL OR TERRITORIAL VETERANS CEMETERIES LIST” to identify which state, tribal or territorial Veterans cemetery you most frequently did business with within the 2025 calendar year and fill in the ID below.**

--	--	--

Please complete this survey based on your experiences at this cemetery within the 2025 calendar year.

- 2. How far is your funeral home from the state, tribal or territorial Veterans cemetery with which you most frequently did business?**
- ☐ Less than 15 miles ☐ 45 miles to 59 miles
☐ 15 miles to 29 miles ☐ 60 miles to 75 miles
☐ 30 miles to 44 miles ☐ More than 75 miles
- 3. How long has your funeral home worked with the state, tribal or territorial Veterans cemetery?**
- ☐ Less than 1 year ☐ 9 to 12 years
☐ 1 to 4 years ☐ 13 years or more
☐ 5 to 8 years ☐ I don't know
- 4. Do you feel that you are well informed by the state, tribal or territorial Veterans cemetery of its policies and procedures?**
- ☐ Yes, well informed
☐ Yes, somewhat well informed
☐ No, not well informed
- 5. In general, of the following services, which one provides you the MOST information about state, tribal or territorial Veterans cemetery policies and procedures? (Mark only one)**
- ☐ Outreach by cemetery staff
☐ State, tribal or territorial/VA/NCA website
☐ Veterans Service Officers
☐ Professional associations/conventions/meetings
☐ Local newspaper/television news reports
☐ Other (specify): _____

- 6. About which state, tribal or territorial Veterans cemetery policies or procedures do you feel you could use more information? (Mark all that apply)**

- ☐ None, I feel well informed
☐ Scheduling process
☐ Eligibility requirements for burial in a state, tribal or territorial Veterans cemetery
☐ Floral policy
☐ Military funeral honors
☐ Headstone, marker or columbarium niche cover inscription options
☐ Presidential Memorial Certificates (the certificate signed by the President of the United States honoring the Veteran's service)
☐ Other (specify): _____

For information about the Presidential Memorial Certificate (the certificate signed by the President of the United States honoring the Veteran's service) or to order more copies, please visit our web page at www.cem.va.gov/pmc.asp.

- 7. What is the best way for the state, tribal or territorial Veterans cemetery to communicate with your funeral home regarding changes in its policies and procedures? (Mark only one)**
- ☐ Email
☐ Phone
☐ Letter
☐ Other (specify): _____
- 8. Overall, how satisfied are you with the communication between your funeral home and the state, tribal or territorial Veterans cemetery?**
- ☐ Very satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Very dissatisfied

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 10 of 12

9. Do you understand the eligibility requirements for burial in a state, tribal or territorial Veterans cemetery, including eligibility for National Guard, Reservists, and Veteran dependents? ☐ Yes ☐ No <i>For general information about eligibility for interment at a state, tribal or territorial or Veterans cemetery, please visit our web pages at www.cem.va.gov/cem/grants/veterans_cemeteries.asp and www.cem.va.gov/cem/burial_benefits/eligible.asp.</i> 10. Do you understand the inscription options for the headstone, marker or columbarium niche cover available to next of kin? ☐ Yes ☐ No 11. How satisfied are you with the state, tribal or territorial Veterans cemetery available dates and times to schedule your committal service and/or interment? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied 12. How easy is the process of scheduling an interment at the state, tribal or territorial Veterans cemetery? ☐ Very easy ☐ Somewhat easy ☐ Neither easy nor hard ☐ Somewhat hard ☐ Very hard 13. How long does it typically take to confirm the scheduling of an interment with the state, tribal or territorial Veterans cemetery? <table style="width: 100%;"><tr><td>☐ Less than 1 hour</td><td>☐ 4 to 5 hours</td></tr><tr><td>☐ 1 to 2 hours</td><td>☐ 5 to 6 hours</td></tr><tr><td>☐ 2 to 3 hours</td><td>☐ 1 to 2 days</td></tr><tr><td>☐ 3 to 4 hours</td><td>☐ More than 2 days</td></tr></table> 14. Overall, how satisfied were you with the length of time you were on the phone to schedule interments with the state, tribal or territorial Veterans cemetery? ☐ Very satisfied ☐ Somewhat satisfied ☐ Neither satisfied nor dissatisfied ☐ Somewhat dissatisfied ☐ Very dissatisfied	☐ Less than 1 hour	☐ 4 to 5 hours	☐ 1 to 2 hours	☐ 5 to 6 hours	☐ 2 to 3 hours	☐ 1 to 2 days	☐ 3 to 4 hours	☐ More than 2 days	15. How do you compare the ease of scheduling between a state, tribal or territorial Veterans cemetery with another cemetery type? ☐ Easier ☐ About the same ☐ Harder 16. During committal services, how often do you receive the support you need from cemetery staff? ☐ Always ☐ Often ☐ About half of the time ☐ Rarely ☐ Never 17. Generally, how often do committal services at the state, tribal or territorial Veterans cemetery start on time? ☐ Always ☐ Often ☐ About half of the time ☐ Rarely ☐ Never 18. If you are delayed in arriving at the state, tribal or territorial Veterans cemetery for a scheduled service, how successful is the cemetery in adjusting the schedule to accommodate the family? ☐ Very successful ☐ Somewhat successful ☐ Neither successful nor unsuccessful ☐ Somewhat unsuccessful ☐ Very unsuccessful ☐ Don't know/Not applicable 19. How easy is it to schedule military honors at the state, tribal or territorial Veterans cemetery? ☐ Very easy ☐ Somewhat easy ☐ Neither easy nor hard ☐ Somewhat hard ☐ Very hard 20. Are you aware of any state, tribal or territorial Veterans cemetery information resources on military honors? ☐ Yes ☐ No ☐ Don't know
☐ Less than 1 hour	☐ 4 to 5 hours								
☐ 1 to 2 hours	☐ 5 to 6 hours								
☐ 2 to 3 hours	☐ 1 to 2 days								
☐ 3 to 4 hours	☐ More than 2 days								

EXHIBIT D
Example of 12-Page Survey Booklet (English)

21. To what extent is the quality of military honors acceptable? ☐ Very acceptable ☐ Somewhat acceptable ☐ Neither acceptable nor unacceptable ☐ Somewhat unacceptable ☐ Very unacceptable	22. How often do you inform or provide information to your clients about the Veterans Legacy Memorial Program (www.vlm.cem.va.gov)? ☐ Always ☐ Often ☐ About half of the time ☐ Rarely ☐ Never, but I have heard of the program ☐ Never, but I have NOT heard of the program
---	--

For the following series of statements please indicate your level of agreement.		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/ Not applicable
23. The upkeep of the headstones, markers, or columbarium niche covers is excellent	☐	☐	☐	☐	☐	☐	☐
24. The committal shelter used for the service was private, clean, and free of safety hazards	☐	☐	☐	☐	☐	☐	☐
25. The state, tribal or territorial Veterans cemetery honors all Veterans and their service to our nation	☐	☐	☐	☐	☐	☐	☐
26. There are sufficient signs within the state, tribal or territorial Veterans cemetery:							
(a) to identify the committal service location	☐	☐	☐	☐	☐	☐	☐
(b) to locate my loved one's gravesite	☐	☐	☐	☐	☐	☐	☐
(c) to inform what (i.e. flowers) can be left at the gravesite and cemetery removal policies	☐	☐	☐	☐	☐	☐	☐
27. The quality of service received from state, tribal or territorial Veterans cemetery staff is excellent	☐	☐	☐	☐	☐	☐	☐
28. The state, tribal or territorial Veterans cemetery staff was courteous ...	☐	☐	☐	☐	☐	☐	☐
29. The state, tribal or territorial Veterans cemetery staff was professional in terms of being knowledgeable, helpful, and responsive	☐	☐	☐	☐	☐	☐	☐
30. The state, tribal or territorial Veterans cemetery hours of operation meet my needs for scheduling services	☐	☐	☐	☐	☐	☐	☐
31. The information kiosks (i.e., gravesite locators) are helpful to me	☐	☐	☐	☐	☐	☐	☐
32. The overall appearance of the state, tribal or territorial Veterans cemetery is excellent	☐	☐	☐	☐	☐	☐	☐
33. Overall, I am satisfied with my experience at the state, tribal or territorial Veterans cemetery	☐	☐	☐	☐	☐	☐	☐
34. I would recommend the state, tribal or territorial Veterans cemetery to Veteran families during their time of need	☐	☐	☐	☐	☐	☐	☐
35. I trust the state, tribal or territorial Veterans cemetery to meet the burial needs of Veterans in the future	☐	☐	☐	☐	☐	☐	☐
36. I trust the state, tribal or territorial governments to maintain their cemeteries as national shrines in the future	☐	☐	☐	☐	☐	☐	☐
37. My experiences with the state, tribal or territorial Veterans cemetery exceeded my expectations	☐	☐	☐	☐	☐	☐	☐

EXHIBIT D
Example of 12-Page Survey Booklet (English)

Page 12 of 12

38. Please use this space to elaborate on any aspect of your experience at the state, tribal or territorial Veterans cemetery you wish to share with us. If your comment is in response to a specific question, please reference the question number.

Note: *If you would like to be contacted by the cemetery, please write your name and contact information (address or telephone number):*

Thank you very much for taking the time to complete this questionnaire.

PLEASE mail this completed questionnaire in the enclosed pre-paid envelope as soon as possible.
If you misplaced the pre-paid envelope, you may mail the completed survey to the following address using
your own envelope:

NATIONAL CEMETERY ADMINISTRATION
PO BOX 680610
CHARLOTTE, NC 28216-9955

If you have any questions about this research, please contact the Survey Help Desk at (888) 370-9970
or email NCASurveySupport@Tribility.com

EXHIBIT E
Example of a Postcard (Face - English)

Page 1 of 2



**U.S. DEPARTMENT OF VETERANS AFFAIRS
NATIONAL CEMETERY ADMINISTRATION
MEMORIAL PRODUCTS: 2026 NEXT OF KIN/FAMILY
MEMBER SATISFACTION SURVEY**

A few weeks ago, we mailed you a survey asking about your experience with a Memorial Product order (headstone, marker, medallion, commemorative plaque, commemorative urn, or certificate signed by the President of the United States honoring the Veteran's service).

If you have already completed the survey, thank you! No further action is required, and you do not need to call the Help Desk to confirm receipt of your survey.

If not, please take a few moments to complete and return the survey in the envelope provided or complete the survey online by going to www.SurveyNCA.org and entering your unique survey token: **[Web Token]**. Your responses are confidential. **Please complete and return the survey by December 31, 2025.**

If you have questions, you may call our Survey Help Desk at 1-888-370-9970 or send an email to NCASurveySupport@Tribility.com. Thank you for your participation.

Si usted requiere ayuda en español, por favor, contáctenos en el 1-888-370-9970 o envíenos un correo electrónico a NCASurveySupport@Tribility.com.

EXHIBIT E
Example of a Postcard (Back - English)

Page 2 of 2



National Cemetery Administration
c/o Tribility, LLC
3100 Clarendon Blvd, Suite 850
Arlington, VA 22201

PRESORTED
FIRST-CLASS MAIL
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT NO. 1090

OFFICIAL BUSINESS
Penalty for private use \$300

ELECTRONIC SERVICE REQUESTED

[MasterID Barcode]

Name

Address Line 1

Address Line 2

City, ST Zip

EXHIBIT F
Example of a Postcard (Face - Spanish)

Page 1 of 2



U.S. DEPARTMENT OF VETERANS AFFAIRS
NATIONAL CEMETERY ADMINISTRATION
CEMENTARIOS DE VETERANOS ESTATALES, TRIBALES O
TERRIROTIALES: ENCUESTA DE SATISFACIÓN DE FAMILIARES
MÁS CERCANOS/MIEMBROS DE LA FAMILIA 2026

Hace unas semanas, le enviamos por correo una encuesta preguntándole sobre su experiencia con un cementerio de veteranos estatal, tribal, o territorial.

Si ya ha completado la encuesta, ¡gracias! No es necesario que haga nada más y no tiene que llamar a la Mesa de Ayuda de Encuestas para confirmar que la han recibido.

Si no ha completado la encuesta, por favor tome unos minutos para completarla y devolverla en el sobre proporcionado, o complete la encuesta en línea visitando www.SurveyNCA.org e ingresando su código único: **[Web Token]**. Sus respuestas son confidenciales. Por favor, **complete y devuelva la encuesta antes del 31 de diciembre del 2025.**

Si tienes preguntas, puede llamar a nuestra Mesa de Ayuda de Encuestas al 1-888-370-9970 o envíe un correo electrónico a NCASurveySupport@Tribility.com. Gracias por su participación.

EXHIBIT F
Example of a Postcard (Back - Spanish)

Page 2 of 2



National Cemetery Administration
c/o Tribility, LLC
3100 Clarendon Blvd, Suite 850
Arlington, VA 22201

PRESORTED
FIRST-CLASS MAIL
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT NO. 1090

ASUNTO OFICIAL
Multa de \$300 por uso privado

SERVICIO ELECTRÓNICO SOLICITADO

[MasterID Barcode]

Name

Address Line 1

Address Line 2

City, ST Zip

EXHIBIT G

Example of Face of Stuffer Sheet

Page 1 of 1

A - NATIONAL CEMETERIES LIST

Using the list below, please identify the national cemetery with which you most frequently conducted business. Fill in Question 1 on page 2 of the survey with the three-digit number that corresponds to this cemetery. If that cemetery is not listed, please identify the next cemetery with which you most frequently conducted business.

ALABAMA

862 Mobile
908 Ft. Mitchell
927 Alabama
955 Fort McClellan

ALASKA

905 Sitka
910 Ft. Richardson

ARIZONA

900 Prescott
914 NMCA

ARKANSAS

842 Fayetteville
847 Ft. Smith
858 Little Rock

CALIFORNIA

892 Ft. Rosecrans
895 Golden Gate
898 Los Angeles
901 Riverside
903 San Francisco
913 San Joaquin Valley
921 Sacramento Valley
929 Bakersfield
961 Benicia Arsenal
992 Miramar

COLORADO

888 Ft. Logan
889 Ft. Lyon
933 Pike's Peak

FLORIDA

828 Barrancas
830 Bay Pines
875 St. Augustine
911 Florida
924 South Florida
928 Jacksonville
931 Sarasota
934 Cape Canaveral
937 Tallahassee

GEORGIA

859 Marietta
922 Georgia

HAWAII

899 NMCP (Punchbowl)

IDAHO

941 Snake River Canyon

ILLINOIS

800 Alton
806 Camp Butler
809 Danville
820 Quincy

ILLINOIS (Cont'd)

821 Rock Island
863 Mound City
915 Abraham Lincoln
953 Ft. Sheridan

INDIANA

807 Crown Hill
817 Marion
867 New Albany

IOWA

814 Keokuk

KANSAS

887 Ft. Leavenworth
893 Ft. Scott
897 Leavenworth

KENTUCKY

833 Camp Nelson
834 Cave Hill
840 Danville
856 Lebanon
857 Lexington
861 Mill Springs
883 Zachary Taylor

LOUISIANA

825 Alexandria
829 Baton Rouge
870 Port Hudson
970 Louisiana

MAINE

822 Togus
944 Acadia

MARYLAND

801 Annapolis
802 Baltimore
816 Loudon Park

MASSACHUSETTS

818 Massachusetts
960 Ft. Devens Post

MICHIGAN

909 Ft. Custer
923 Great Lakes

MINNESOTA

894 Ft. Snelling

MISSISSIPPI

832 Biloxi
838 Corinth
866 Natchez

MISSOURI

852 Jefferson Barracks
853 Jefferson City
879 Springfield

MONTANA

938 Yellowstone
952 Ft. Missoula Post

NEBRASKA

890 Ft. McPherson
935 Omaha

NEW JERSEY

804 Beverly
811 Finn's Point

NEW MEXICO

885 Ft. Bayard
904 Santa Fe

NEW YORK

803 Bath
805 Calverton
808 Cypress Hills
815 Long Island
824 Woodlawn
917 Saratoga
936 Western New York
947 St. Albans

NORTH CAROLINA

868 New Bern
873 Raleigh
876 Salisbury
881 Wilmington

NORTH DAKOTA

940 Fargo

OHIO

810 Dayton
918 Ohio Western
Reserve

OKLAHOMA

844 Ft. Gibson
920 Ft. Sill

OREGON

902 Roseburg
906 Eagle Point
907 Willamette
959 Fort Stevens

PENNSYLVANIA

813 Indiantown Gap
819 Philadelphia
925 Alleghenies
926 Washington Crossing

PUERTO RICO

871 Puerto Rico
971 Morovis

SOUTH CAROLINA

831 Beaufort
843 Florence
930 Ft. Jackson

SOUTH DAKOTA

884 Black Hills
891 Ft. Meade
896 Hot Springs

TENNESSEE

835 Chattanooga
855 Knoxville
860 Memphis
864 Mountain Home
865 Nashville

TEXAS

846 Ft. Sam Houston
851 Houston
854 Kerrville
877 San Antonio
886 Ft. Bliss
916 Dallas-Ft. Worth

UTAH

942 Southern Utah
957 Ft. Douglas Post

VIRGINIA

826 Alexandria
827 Ball's Bluff
836 City Point
837 Cold Harbor
839 Culpeper
841 Danville
845 Ft. Harrison
848 Glendale
849 Hampton
850 Hampton (VAMC)
872 NMC Quantico
874 Richmond
878 Seven Pines
880 Staunton
882 Winchester

WASHINGTON

919 Tahoma
951 Ft. Lawton
954 Vancouver Barracks
958 Fort Worden

WEST VIRGINIA

812 Grafton
912 West Virginia

WISCONSIN

823 Wood
939 Northwoods

WYOMING

945 Cheyenne