



Participant Handbook

DEVELOP National Program

Spring 2016

January 25 – April 1



NASA DEVELOP National Program

2016 Spring Term (January 25 – April 1)

Participant Handbook

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DEVELOP Programmatic Overview

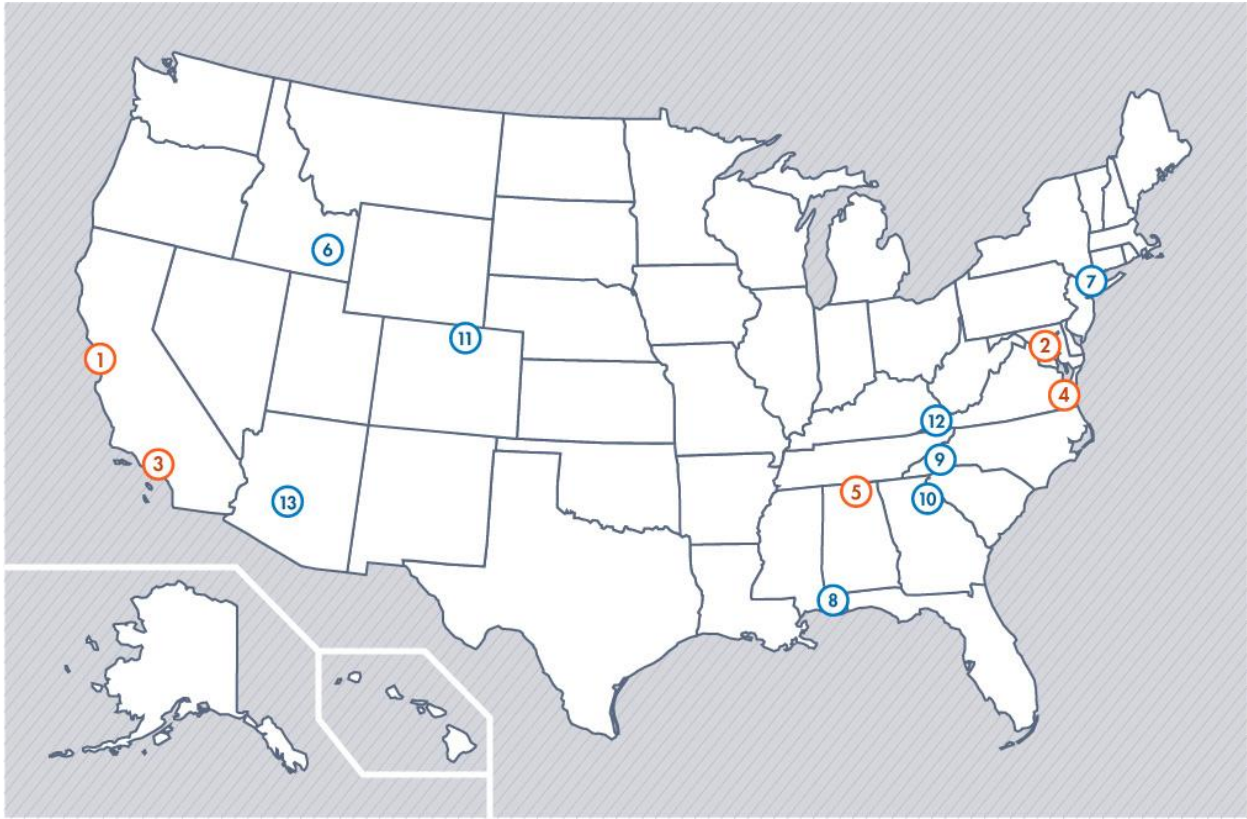
History & Locations

The foundation for the DEVELOP Program began in the summer of 1998 when three student interns at the Langley Research Center co-authored a research paper titled *The Practical Applications of Remote Sensing* (Bauer et al., 1998). Concurrently, the Digital Earth Initiative, a federal interagency project dedicated to furthering humans' understanding of the planet, initiated an effort to increase public access to federal information about the Earth and the environment. With the shared focus of these two ventures, a proposal was submitted to combine the mission of NASA's Digital Earth Initiative and the Langley students' paper. This set the stage for the creation of a new student internship program within NASA, and in 1999 the "Digital Earth Virtual Environment Learning Outreach Project" (DEVELOP) was officially formed. The next year when the Digital Earth Initiative ended with the Clinton/Gore administration, DEVELOP continued within NASA but dropped the acronym.

The early success of DEVELOP was due to the alignment of projects with the issues facing local and regional communities. DEVELOP gradually expanded from one office at Langley Research Center into a nationwide program that includes over 350 participants each year at fifteen nodes. Today, the National Program Office (DEVELOP's Headquarters) is hosted at Langley, and oversees activity at all of DEVELOP's nodes. Since inception, over 3,300 participant positions have been provided globally, and the DEVELOP Program proactively looks for new opportunities to reach new communities and demonstrate the benefits of NASA's Earth Science research.

DEVELOP Spring Location Map

DEVELOP locations constantly evolve. Present locations include:



NASA Center Locations

1. Ames Research Center - Moffett Field, CA (ARC)
2. Goddard Space Flight Center - Greenbelt, MD (GSFC)
3. Jet Propulsion Laboratory - Pasadena, CA (JPL)
4. Langley Research Center - Hampton, VA (LaRC)
5. Marshall Space Flight Center - Huntsville, AL (MSFC)

Regional Locations

6. BLM at Idaho State University's GIS TRc - Pocatello, ID (ID)
7. International Research Institute for Climate & Society - Palisades, NY (IRI)
8. Mobile County Health Department - Mobile, AL (MCHD)
9. NOAA National Centers for Environmental Information - Asheville, NC (NCEI)
10. University of Georgia - Athens, GA (UGA)
11. USGS at Colorado State University - Fort Collins, CO (USGS-CSU)
12. Wise County Clerk of Court's Office - Wise, VA (WC)
13. Maricopa County Department of Public Health at ASU - Tempe, AZ (coming Summer '16)

DEVELOP Organization & Contacts

DEVELOP National Program Office (LaRC)

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DEVELOP NPO Support Team (LaRC)

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DEVELOP Node Center Leads

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Mission, Vision, Core Values & Results Framework

Mission & Vision Statements

Mission: Integrating NASA Earth observations with society to foster future innovation and cultivate the professionals of tomorrow by addressing diverse environmental issues today.

Vision: Shaping the future by integrating Earth observations into global decision-making.

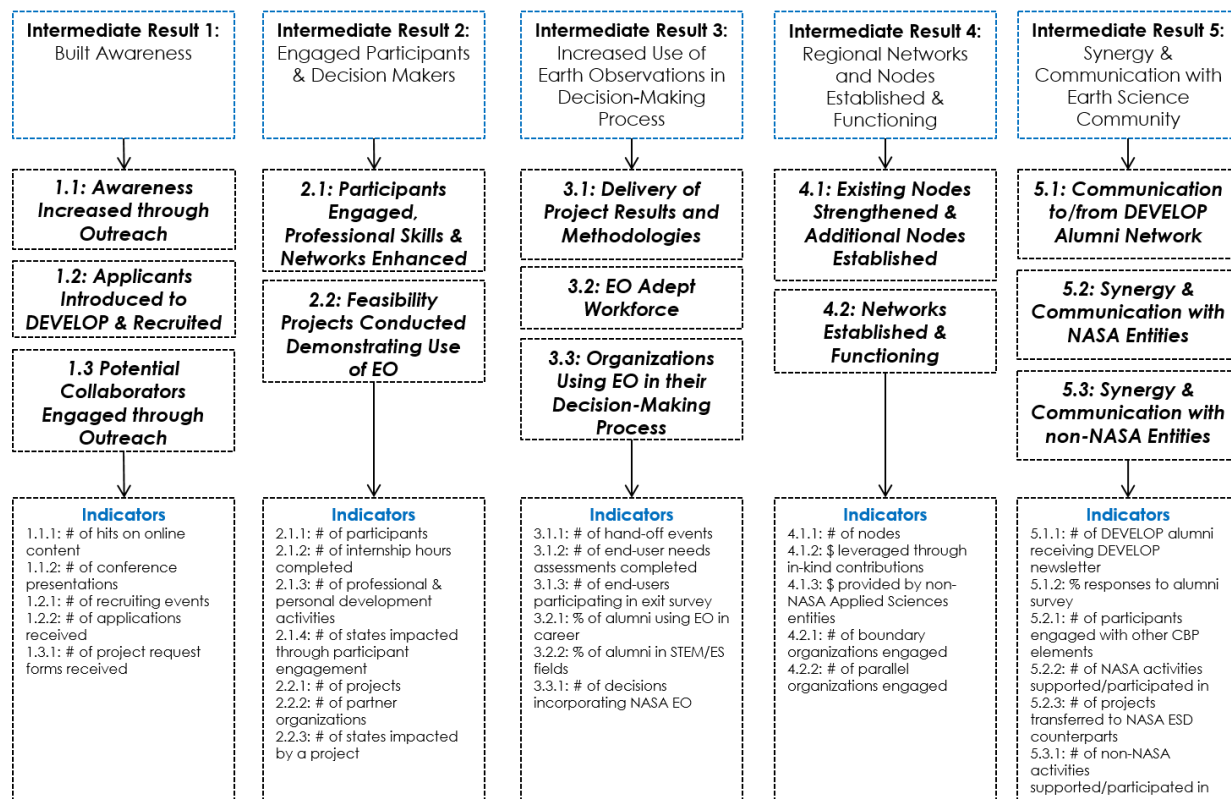
Core Values

1. **Collaboration:** Cultivating teamwork, multi-disciplinary solutions, and open communication to bridge the gap between science and society
2. **Innovation:** Fostering rapid feasibility projects to harness ingenuity and demonstrate the applications of Earth science
3. **Passion:** Pursuing all endeavors with energy, excitement, and enthusiasm to sustain a high level of excellence and respect
4. **Discovery:** Exploring the potential of NASA's investment in Earth science to make the extraordinary possible

Results Framework

DEVELOP National Program

Strategic Objective: Foster enhanced workforce and end-user capabilities to use Earth observations assets in decision making



Applied Sciences Program

In connection with addressing basic science questions about the Earth system, NASA pursues applied, use-based research that can be of near-term application and benefit. The overarching purpose of the NASA Applied Sciences Program (ASP) is to discover and demonstrate innovative uses and practical benefits of NASA Earth science data, scientific knowledge, and technology.

The Program funds applied science research and applications projects to promote innovation in the use of NASA Earth science for near-term societal benefits. The research and projects enable the transfer of applied knowledge to public and private organizations and accelerate the adoption of Earth science in organizations' decision-making and services.

Overall, the Applied Sciences Program serves as a bridge between the data and knowledge generated by NASA Earth Science and the information and decision-making needs of public and private organizations. To this end, the Program increases the benefits to society of the nation's important investments in NASA Earth Science.

Within the Earth Science Division, the Applied Sciences Program serves the following strategic functions:

- Advance Earth science and technology, particularly through applied research
- Build partnerships, especially with non-traditional partners, to broaden awareness and support for NASA Earth science
- Enable involvement in mission planning and science teams by applications communities to build anticipation and advocacy for the missions and research results
- Enable feedback from applications communities on NASA Earth science data sets and model outputs, helping improve the products available overall
- Demonstrate, deliver and document socioeconomic benefits and impacts of NASA Earth science
- Raise expectations for use and availability of Earth science products in public and private sector decision making, increasing demand for Earth science technology, observations, and research

The Applied Sciences Program is organized thematically around nine applications areas (Agriculture, Climate, Disasters, Ecological Forecasting, Energy, Health & Air Quality, Oceans, Water Resources, and Weather) and the Capacity Building Program, which itself has four elements (ARSET, DEVELOP, GOMI, SERVIR). Four of the nine application areas are currently funded and have Program Managers – Ecological Forecasting, Disasters, Water Resources, and Health & Air Quality; the other five application areas have plans for future integration into the Applied Sciences.

Note: These programmatic themes are decided upon and selected by the Applied Sciences Program and not up for debate. Also, DEVELOP is able to work in all nine areas, even the future program areas.

The Program also manages program-wide, capacity-building activities to improve domestic and international skills and capabilities in the use of NASA Earth science. More information on these capacity building programs is provided in the next section. The Applied Science Program consists of Program Leadership at NASA Headquarters, Program support at 6 NASA Centers (Ames, Goddard, JPL, Langley, Marshall, and Stennis), Project Offices at 3 NASA Centers, and project management at principal investigators' organizations.

ASP Website - www.nasa.gov/applied-sciences

ASP Program Strategy - www.nasa.gov/sites/default/files/files/ASPProgramStrategy.pdf

ASP Personnel:

Lawrence Friedl, Director of the Applied Sciences

Lucien Cox, Chief Operations Officer

Dr. Nancy Searby, CBP Program Manager

John Haynes, Health & Air Quality Program Manager

Woody Turner, Ecological Forecasting Program Manager

Dr. David Green, Disasters Program Manager

Dr. Brad Doorn, Water Resources Program Manager

Kathy Carroll, Program Support Specialist

ASP's Capacity Building Program

The Applied Sciences Program supports national and international activities to broaden the range of users applying Earth science data, modeling capabilities, and knowledge in their decision making activities. The Program manages three specific activities to improve skills and capabilities in the US and developing countries on how to access and apply NASA Earth science – DEVELOP, SERVIR, and ARSET. In addition, the Program is actively involved in the international Group on Earth Observation (GEO), and the GEO activities support the overall capacity-building efforts.

CBP Elements:

1. **DEVELOP**
2. **SERVIR**: SERVIR is a NASA and USAID-sponsored initiative that integrates satellite observations, ground-based data and forecast models to monitor and forecast environmental changes and to improve response to natural disasters. SERVIR enables scientists, educators, project managers and policy implementers to better respond to a range of issues including disaster management, air quality, agricultural development, biodiversity conservation and climate change. Endorsed by governments of Central America and Africa, a strong emphasis is placed on partnerships to fortify the availability of searchable and viewable earth observations, measurements, animations, and analysis.
3. **ARSET** (Applied Remote SEnsing Training): ARSET conducts professional-level training that provides participants with a better understanding of remote sensing for use in applications. The Program develops training modules on the acquisition, visualization, analysis, use and application of NASA Earth science. Current efforts have focused on air quality and water resources. The Program offers several learning programs, such as face-to-face instruction with computer-mediated instruction, to enhance the end-user's access and application of Earth science observation tools. Training activities provide students with interactive, hands-on activities and case study analysis to deliver both online and classroom instruction, helping inform people about NASA data characteristics and interpretation and their application in decision making. The training modules are freely available to individuals and institutions wishing to learn about satellite remote sensing and applications for decision making. Access the training modules and materials online on the air quality and water resources training pages.

Projects, Deliverables & Partners

DEVELOP Projects

DEVELOP projects focus on the application of NASA Earth observations to address real-world environmental concerns and policy issues. The projects are conducted during rapid 10-week terms, by teams of participants and young professionals under the supervision of NASA and partner organization science advisors and mentors.

All projects align with at least one of NASA's Applied Sciences Program's National Application Areas and are approved by NASA Headquarters prior to the beginning of the project. Each project partners with at least one outside organization that can benefit from the augmentation of their current policy or decision-making process. **The purpose of every DEVELOP project is to highlight the practical and innovative uses of NASA Earth observation datasets and technologies to address societal needs, while demonstrating the benefits of America's investment in NASA's Earth Science.**

Project Flowchart

DEVELOP projects typically follow this progression:

- **Week 1:** Orientation, read handbook, team building, review project objectives, literature review, initial partner interaction
- **Week 2:** Literature review, initial partner interaction, begin data acquisition, begin project summary deliverable
- **Week 3:** Project summary rough draft due, begin software release process if needed, data acquisition & processing
- **Week 4:** Tech paper rough draft due, data acquisition & processing
- **Week 5:** Poster rough draft due, data processing, initial analyses, brainstorm VPS
- **Week 6:** Presentation rough draft due, some practice presentations may begin, data processing & results, begin VPS filming & footage collection
- **Week 7:** Project summary final draft due, practice presentations, data results, discussion begins and conclusions formed, finishing VPS filming and footage collection
- **Week 8:** finishing VPS filming, practice presentations, finalize other project results
- **Week 9:** VPS (video and transcript) due, DEVELOPedia page due; work on final technical paper, poster, presentation, and optional deliverables
- **Week 10:** Tech paper final draft due, final poster due, final presentation due, optional deliverables due, node closeouts, partner hand-offs
- **After the Term:** VPS launch, VPS blogging

Project Deliverable Descriptions

All DEVELOP projects complete the same set of deliverables. **All deliverables must be submitted on the DEVELOP templates maintaining color and font schemes in the template.** This cohesiveness provides a shared theme across all projects with the aim of easy recognition and 'branding.' Each of the nine National Application Areas has a specific color scheme that was set by NASA Headquarters, and the DEVELOP font standard is Century Gothic.

Project Summary: Every project is proposed to NASA HQ ASP Management prior to being conducted, and as such, an overall project summary already exists. Due to the time difference in proposal and project implementation, objectives and many project details can often change. Inevitably, projects evolve as literature review and advisor meetings transpire in the first few weeks. The updated project summary serves as the means to report those changes to management and also provides information for reporting and outreach materials. It is important to include updated project information for NPO and NASA HQ ASP Management to use in a variety of materials, including (but not limited to) project booklets, annual reports, close out

presentations, quarterly program reviews, and monthly status reports. Several fields from the final draft will be compiled for the team's VPS page.

VPS Image – A minimum of one image (multiple is better) must be submitted along with the project summary final draft. This image should be sent as a separate file in either JPEG or TIFF format, with a minimum resolution of 300 dpi. The image must be representative of the project and show manipulation/processing of the data. Scales and legends should be included separately. The image will be used on the team's VPS page.

DEVELOPedia Page – Use the content from the final summary returned by NPO to populate your team's DEVELOPedia page in week 9. All fields from the project summary should be used, even if they are listed as "optional" on DEVELOPedia.

Technical Paper: This report will provide an in-depth synopsis of the whole project with technical details for partners and future DEVELOP teams to follow and understand. There is a template for the technical paper; however, if your team makes the decision that they would like to write the paper for potential submission to a specific journal, you may write in the style needed for that journal. Permission to do so must be acquired from the Project Coordination Team. Otherwise, the DEVELOP technical paper template should be used and has a limit of 12 pages. Methods should be the focus, and the data acquisition, processing, and analysis sections should allow other teams and your end-user to replicate the project, but can also be supplemented by other tutorial materials. Technical papers are archived at the end of the term, so they need to be in a final state, approved by advisors, and completely ready for dissemination by the final deadline.

Any distribution or publication of this work must go through NASA's Export Control System to get proper NASA approval, prior to its submission/distribution anywhere outside DEVELOP.

Innovative Content – DEVELOP is exploring the establishment of a micro-journal focused on applications of Earth observations. This would be an opportunity to take tech papers from successful projects and publish them. The micro-journal format requires 'innovative content' to make the articles interactive for the reader. Options for types of IC can be found in the template. At least three innovative content features must be submitted with the final tech paper.

Presentation: This is the final version of your presentation and provides a visually appealing means of telling the story of the project. Make sure to clearly list the project title, team members, location, and date on the title chart. The flow of the presentation should carry the viewer from the community concern to the conclusions. The page structure in the template is only a guide, so feel free to amend it to fit your project. A typical length is 6-20 slides, depending on the presentation venue, but the final version submitted to NPO does not have to be abridged. Speaker notes must be complete and sufficient so that someone who did not conduct the project could present the work if needed at a later date.

Poster: Utilizing the DEVELOP poster template, create a visually interesting representation of your project that is clear for a viewer to follow your project's story and results. Much of the content is the same/similar to the presentation content. The use of NASA Earth observations to address community concerns should be highlighted, focusing on the capabilities and benefits of the Earth observations. ***Within the template, sections can be resized and moved around - tailor the poster to fit your project. Please do not erase sections or headers.***

Virtual Poster (Video & Transcript): A "virtual poster" is a web-hosted short video that includes the major elements of an academic poster. DEVELOP virtual posters are one of the most effective tools for disseminating results to a global audience - in 2015, DEVELOP project videos were

viewed in over 100 different countries and territories! DEVELOP virtual posters are highly praised by NASA Headquarters and project partners. The VPS deliverable consists of the video and full transcription of audio in the video. The **transcript is a mandatory deliverable** to be included with the video – to post a video on a federally-funded website it must be compliant with Section 508 of the Rehabilitation Act, and the transcript allows us to caption your video. Videos must be **no longer than 4 minutes and 15 seconds**, including the mandatory DEVELOP beginning and ending clips, and provide a good overview of the project. Creativity is appreciated; however, “goofy” is not. A good rule of thumb is to ask yourself if you would feel comfortable sending the video to your project partners. Keep in mind that you are representing NASA. Any non-DEVELOPer who appears in the video (project partner, advisor, etc.) must sign a media release. If you sit at a NASA Center location, make sure that NASA badges are NOT in the video (this goes for participants, advisors, etc.). **Any footage not collected by the team, found in the public domain, or published under Creative Commons, can only be used with full written approval.** If you are using content under a Creative Commons license, you must give proper credit to the source. Partners can contribute content, but ensure that you have written permission (an email counts) to use the footage and that they have permission to share the content they give you.

Tutorial (optional): The tutorial deliverable is an optional end-product that many teams commonly create to provide to their partners. It can guide individuals how to copy the methodology, how to acquire data, or any piece of the project deemed fitting.

One Pager / Brochure (optional): The brochure deliverable serves the purpose of collecting the project information and visually appealing imagery that can be later used in annual reports, DEVELOP brochures, and conference materials. The brochure allows for the submission of material that can be used for future outreach activities.

ArcGIS Online (AGOL) Map Content (optional): This is a new deliverable that is useful for sharing project results with partners and the general public.

Image Gallery (optional) – These images should be sent as separate files in either JPEG or TIFF format, with a minimum resolution of 300 dpi. The image must be representative of the project and show manipulation/processing of the data. Scales and legends should be included separately. These images are used for a variety of print materials, close out presentations, reporting to HQ, posters, etc. If nothing is submitted, your teams VPS image will be used.

Spring Deliverable Calendar

Week 1 (1/29): Handbook Forms, Personality Types, Beginning of Term Survey
Week 3 (2/11): Project Summary Rough Draft, Software Release Forms (if applicable)
Week 4 (2/15): *Offices Closed for Presidents Day*
Week 4 (2/18): Tech Paper Rough Draft
Week 5 (2/25): Poster Rough Draft
Week 6 (3/3): Presentation Rough Draft
Week 7 (3/10): Project Summary Final Draft (including VPS image)
Week 9 (3/22): VPS (Video & Transcript)
Week 9 (3/24): DEVELOPedia Page
Week 10 (3/31): Tech Paper Final Draft, Poster Final Draft, Presentation Final Draft
Week 10 (4/1): Optional Deliverables, End of Term Survey
After Term (4/7): VPS Launch (*new moon*)

Deliverable Pre-Submission Checklist

- **A checklist for each deliverable is available on DEVELOPedia**
- The current DEVELOP template was used (all templates on Exchange).
- The template font and formatting is intact, especially if your team used Google Docs to collaborate on the text.
- The file is named correctly.
 - **File nomenclature: YearTerm_Node_Team_Deliverable_Draft**
 - Ex. 2016Spring_LaRC_NorthCarolinaWater_Poster_FD
 - Ex. 2016Spring_LaRC_NorthCarolinaWater_Imagery_Legend.PDF
 - Ex. 2016Spring_LaRC_NorthCarolinaWater_TechPaper_Map.KMZ
 - Use this for **EVERYTHING!** (all deliverables and **any** separate attachments)
 - **Tips:**
 - **Term:** 2016Spring
 - **Nodes:** ARC, FC, GSFC, ID, IRI, JPL, LaRC, MCHD, MSFC, NCEI, UGA, WC
 - **Versions:** RD – rough draft, FD – final draft
- Acronyms are spelled out in the abstract as well as the first time used below the abstract in the actual body of text.
- There are no citations in the abstract.
- Earth observations and/or Earth Observing System terms were used correctly (no they are not interchangeable!) – EO is the full suite of sensors, EOS is a smaller, specific subset.
- Consistent style is used throughout the file for imagery borders, headers, etc. (i.e. all images have matching border styles or no borders).
- Century Gothic font is used.
- Presentations use a minimum of size 14 font, 18-20 is ideal.
- Posters use a minimum of size 16 font for captions and 24 for main text.
- The poster layout selected highlights the project's results well.
- Methodologies/images/captions/legends are not saved as an image. The Project Coordinators must be able to edit all facets of the poster, presentation, tech paper, etc.
- If the project is a continuation, the deliverable includes credit and acknowledgement to previous team members and contributors.
- Affiliation for all team members is the DEVELOP location (ex. DEVELOP Langley), not their current or previous university.
- **Due to Export Control restrictions at NASA, sharing of information must go through the proper channels. Work with your node's leadership before sharing data, methodologies, or deliverables with any non-NASA entity.**
- Center Leads and Science Advisors should review and approve prior to submitting to NPO – Schedule time for this, because they are busy people!

Deliverable Submission

- Submit through your project team's DEVELOPedia page [there is a 60MB limit]
- There is a 60MB limit, so do not submit videos through DEVELOPedia – use NASA Large File Transfer system or Google to share those with the Project Coordination Team. NASA LFT is available to users with a NASA email account. The Project Coordination team members can also invite anyone who does not have a NASA email account to send them a file, so email if you would like to use the system.
- If there are any issues or delays, email DEVELOP.ProjectCoordination@gmail.com
- All deliverables should include the following two statements. These are already on the deliverable templates and should not be deleted.
 - ***This material is based upon work supported by NASA through contract NNL11AA00B and cooperative agreement NNX14AB60A.***

- ***Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Aeronautics and Space Administration.***

Deliverable Archiving

- All Teams should ensure that there is a final, clean set of all deliverables (with all comments deleted and changes accepted) on their DEVELOPedia page.
- Any files that are too large for DEVELOPedia, or are file types not accepted by DEVELOPedia, must be archived in the team's folder on the DEVELOP Exchange (Start / 2015 / 2015 Summer Term / Project)
- You cannot delete files once they are on the Exchange, but they can be moved and renamed – two tips:
 1. There is a trash folder (z. Trash) where you can move unwanted items and it will be cleared at the end of the term.
 2. Upload a file with the same name and it will overwrite the old one.

Project Strength Index (PSI)

DEVELOP projects have consistently improved and matured over the Program's last 15+ years. A means of assessing project progression and comparing project success was previously subjective. The Project Strength Index (PSI) provides DEVELOP a means of objectively evaluating projects and tracking progress. It is completed by the Center Leads following the end of each term and involves answering a series of questions which gain points for specific activities.

There are two sections - 1) Policy & Partner, and 2) Platform & Science. The score for each category is then placed on the index to receive the project's current stage (1 to 5).

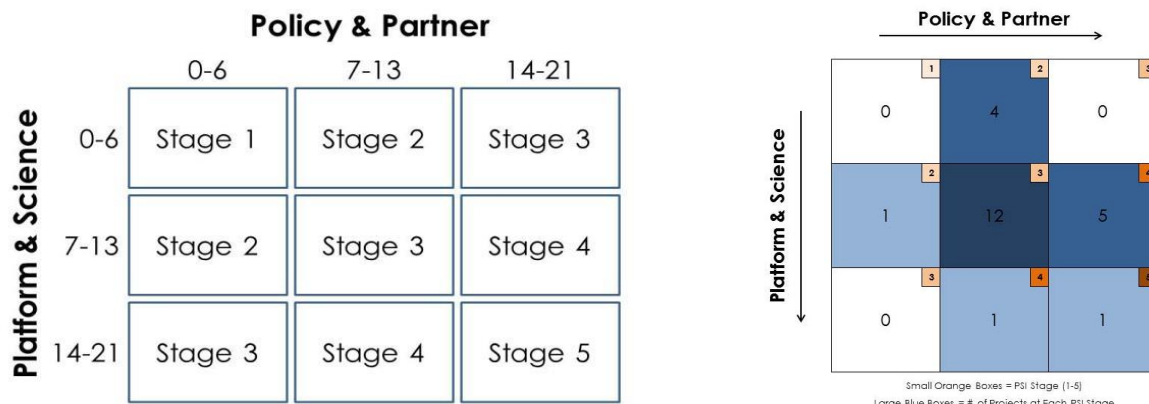
Stage 1: Basic Research

Stage 2: Application Concept Complete

Stage 3: Application Demonstration Successful

Stage 4: Application Verified / End-User Engaged

Stage 5: Transition to End-User / Decision Enhanced



Partner Engagement

A cornerstone of DEVELOP projects is the engagement of decision- and policy-makers who can benefit from the integration of NASA Earth observations in their decision making process. All DEVELOP projects strive to engage at least one decision-making organization to provide project results and methodologies and demonstrate the benefit of NASA Earth observations.

Engagement of partners and end-users varies across nodes, terms and projects. A typical project team has an introductory telecon or meeting (if the partner is local) in the first or second week of the term. In that first call they work with the partner to discuss how communication will continue, and many teams have weekly or bi-weekly telecons with partners to inform them of progress, ask for feedback, ensure the project is on track to provide something useful, and keep communication lines open. At the end of the project, teams should plan for a hand-off of final results and tools. This can be through email, telecon, videocon, webinar, training, virtual or in-person presentation, etc. Every hand-off is unique. Take into consideration your partner/end-user, their needs, what is useful to them, and what is doable in the time the team has and within a limited travel budget.

Tips for engaging partners:

- Ensure professionalism in all interactions - you are representing yourself, your team, your advisors, your node, DEVELOP, Applied Sciences, and NASA!
- Keep communication lines open.
- Build off of previous communications with the partner/end-user and keep communication flowing but not overwhelming; stream communications through one point of contact for clarity.
- Assess end-users needs and keep project objectives and end-products in response to the needs. Sometimes an end-user doesn't know they need something, however, so don't be afraid to share new ideas and suggestions for other products NASA Earth observations could provide. Pose questions like:
 - What is the community concern or policy at hand?
 - What is their decision making process relating to the concern?
 - What kind of economic impacts are involved?
 - Do they currently use GIS and/or remote sensing?
 - What data types are they familiar with?
 - What software do they use and/or have access to?
 - What type of tools would benefit them most?
- Have a plan and a schedule.
- Ensure that partners know and understand the project timeline, project objectives, what deliverables or tools will be created and provided to them at the end, and general hopes and expectations.
- Keep in mind the language used when describing the partner's current decision making process – do not use overly negative words.
- When describing how the tool you are providing will benefit the partners, consider using language like “augment”, “enhance”, “complement” and “extend”, and avoid words like “replace” – the reasoning behind this is your work will give them another touch point in their decision making process, but it is not necessarily meant to be a replacement of what they already do and that can seem threatening to some end-users, so be diplomatic.
- Keep in mind the limitations of resolution (spatial and temporal) of NASA data and work within them.
- Be realistic in what you promise and the expectations of the partner, in fact don't “promise” anything, but ensure the plan you are working to is clear and that there is a healthy understanding of challenges and potential obstacles and risks.
- Make sure that partners understand when the project will conclude and who they can contact following the end of the term (typically the Center Lead).
- Communicate that DEVELOP will follow up to assess their experience and satisfaction with the project results.

DEVELOP Partner Types & Definitions

Often, DEVELOP teams use the terms 'partner,' 'collaborator' and 'end-user' interchangeably. However, there are some distinct differences relating to these terms, and thus the standardized definitions of typical DEVELOP partners are described below.

Partner: The umbrella term for all types listed below. All DEVELOP partners are either collaborators or end-users, as determined by whether they will use the end-products. Some partners will also be classified as boundary organizations in addition to either collaborators or end-users.

Collaborator: Organization or individual that works directly with a DEVELOP project team and provides some kind of leveraged resource (advising, data, model, software, funding, etc.), but are not actually using the project's products or methodologies to make a decision or policy. A collaborator CAN NOT also be an end-user.

Ex. A researcher from a university who provides a team with an ancillary dataset to validate their results.

End-User: Organization or individual that receives results and methodologies from DEVELOP (either directly from a DEVELOP project team or through a partner/collaborator) and can use the project's products or methodologies to make a decision or policy. They may also provide some kind of resources (advising, data, model, software, funding, etc.), but it is not required. An end-user CAN NOT also be a collaborator.

Ex. The Texas Forest Service's Predictive Services that can use the products and methodologies from the DEVELOP project in their risk mapping creation.

Boundary Organization: Organization or individual that disseminates the project's results to other end-users, decision-makers, policy-makers, etc. The Applied Sciences Program defines a boundary organization as "an organization outside of your own that broadens your reach across the boundary into the operational domain (i.e. policymakers, decision makers, and other key stakeholders)." A boundary organization is ALWAYS also either a collaborator or an end-user, but not both.

Ex. The Smithsonian Conservation Biology Institute works with local groups in Myanmar and helped DEVELOP disseminate results from the Myanmar Ecological Forecasting project to those in-country groups.

Designated Countries

NASA goes by the State Department's "Designated Countries" list, which is a compilation of 42 countries with which the United States has no diplomatic relations, countries determined by Department of State to support terrorism, countries under Sanction or Embargo by the United States, and countries of Missile Technology Concern. Communication with partners in designated countries has restrictions, so coordinate with NPO ahead of opening communication lines. The current Designated Country list can be found here:

<http://oiir.hq.nasa.gov/nasaecp/index.html>.

Export Control & Software Release Authority

The NASA Export Control Program is based on the philosophy: "We want to maximize the benefits of our international efforts while ensuring that we comply with U.S. export control laws and regulations". This is the personal responsibility of each employee or contractor to pursue appropriate international activities involving transfers of technologies, software, and commodities. The Agency's Export Control Program is the mechanism that provides checks and

safeguards at key steps to help manage international activities and ensures that NASA works within Export Administration Regulations (Department of Commerce) and the International Traffic in Arms Regulations (Department of State), which could result in criminal, civil, or administrative enforcement actions against NASA, individual employees, and/or private contractors.

This means that for any project deliverables, products, decision support tools, etc. to be transferred to any partner (domestic or international) a review must take place first. The NPO ensures that DEVELOP works within NASA Export Control guidelines. **The NPO must be made aware of any presentations, publications, or information transfer that take place before they occur.** A “transfer” is considered to be an email, publication, presentation, telecon, webinar, etc. If you have any questions or have content you’d like to publish or hand-off to foreign entities (especially in designated countries) contact Lauren Childs-Gleason. The process typically takes 2-5 weeks.

Administrator Bolden: “As a U.S. Government Agency on the forefront of technological development and international cooperation in the fields of space, aeronautics, and science, the National Aeronautics and Space Administration will strive to fulfill its mission for cooperative international research and civil space development in harmony with the export control laws and regulations of the United States. Due to heightened proliferation challenges facing the United States and the world, including risks posed by the spread of missile technologies and weapons of mass destruction, and in view of the significant criminal, civil, and administrative penalties that may affect the Agency and its employees as a result of a failure to comply with U.S. export control laws and regulations, it is the responsibility of every NASA official and employee to ensure that the export control policies of the United States, including nonproliferation objectives, are fully observed in the pursuit of NASA’s international mission.”

Software Release Authority is NASA’s system for approving all software and programming tools created by agency funds. It takes into consideration legal and scientific requirements relating to contracts and copyrights. **For any tools, programs, or software (defined as even a single line of code) created by a team will need to go through this system before being handed-off outside of DEVELOP.** The process is rigorous and requires a lot of paperwork, but is led by the NPO. If your project has materials that would need to go through this process, or you have questions regarding if your tools are required to go through it, contact Mike Bender (Michael.R.Bender@nasa.gov) as early as possible. The process typically takes 6-15 weeks.

DEVELOP Guidelines & Expectations

Participant Guidelines & Expectations

DEVELOP participants are expected to follow rules and regulations of their team’s location, their sponsoring grant organization, and DEVELOP.

- Respect yourself, everyone else, and property belonging to other people. Do not steal or damage materials.
- Have an open mind. Do not discriminate; learn from people who differ from you.
- Demonstrate integrity. **Never plagiarize**; it is punishable by law.
- Act fairly.
- Each person must maintain a drug-free, alcohol-free working environment.
- Harassment of any type will not be tolerated.
- Encourage a positive working environment; profanity and lewdness are not permitted.
- Be on time for work.

- Arrive ready to work. The nature of DEVELOP directly necessitates that every participant strive for consistent productivity during their time at DEVELOP.
- Work diligently towards completing all challenges.
- Seek out productive tasks when the tasks Project Leads have assigned are completed.
- The nature of the DEVELOP Program necessitates that each participant be willing to accept tasks that arise unexpectedly.
- Promote harmony in the work place by showing common courtesy to other participants.
- Violence and inappropriate behavior in the work place are unacceptable and will result in consequences up to and including dismissal from the program.
- Maintain a positive attitude. A person's productivity is directly affected by the attitudes of the people around them, so striving for a positive outlook in the work place is of the utmost importance.
- Abide by the dress code stated within this handbook.
- Submitting work for presentation or publication is encouraged; however, ALL research is the property of DEVELOP and therefore, you must have permission prior to submitting your research anywhere. Abstracts should be approved by science advisor(s) and the DEVELOP National Program Office (NPO) prior to submission. Any travel funded by the DEVELOP Program will be originated and coordinated through the DEVELOP NPO. NASA has regulations that must be followed, so the more lead time, the better.
- Have fun and learn! 😊

Team Requirements & Guidelines

- Each team will complete a project summary, technical paper, presentation, poster, imagery, and a video, as well as potential optional deliverables by the end of the term.
- All project deliverables will be completed and approved by science advisors before submission on their deadline to the NPO.
- All projects will come to a stopping point by the end of the term. Each team is required to upload appropriate deliverables to the DEVELOP Exchange and to supply the NPO with copies as requested.
- Follow the chain of command when reporting or asking questions: Team Member -> Project Lead -> Center Lead -> NPO, Science Advisor, and/or Mentor.
- The Project Lead should serve as the point of contact for all science advisors and partner organizations.
- Emails to partner organizations or science advisors must be approved by the Center Lead or other DEVELOP management before they are sent.
- All email traffic with partners, end-users, and science advisors should cc the Center Lead.
- Programmatic, organizational, or human resource questions and concerns should be directed to your Center Lead and NPO.

DEVELOP Center Guidelines

- Scheduled and unscheduled meetings will occur from time to time. If requested, DEVELOPers are required to attend these meetings.
- There will be long-term, short-term, and daily assignments. Each person is expected to be flexible and helpful in the completion of unplanned daily tasks that arise in any work situation.
- Each person is expected to answer the phones and take messages as needed. An appropriate example for answering the phone is: "DEVELOP Program, this is <name>. How may I help you?" NASA phones are supplied for business purposes only.

Rules of Conduct

Safety

DEVELOP aims to ensure a safe and healthy working environment that is free from unacceptable hazards, which could result in property damage, injury, or loss of life. If you sustain an injury or illness, immediately contact your DEVELOP Center Lead or the DEVELOP NPO.

When to Call 911:

Sometimes a conscious victim will tell you not to call an ambulance, and you may not be sure what to do. Always call 911 if someone:

- Is or becomes unconscious
- Has trouble breathing or is breathing in a strange way
- Has chest pain or pressure
- Is bleeding severely
- Has pressure or pain in the abdomen that does not go away
- Is vomiting or passing blood
- Has seizures, a severe headache, or slurred speech
- Appears to have been poisoned
- Has injuries to the head, neck or back
- Has possible broken bones

Also call for any of these situations:

- Fire or explosion
- Downed electrical wires
- Presence of poisonous gas
- Victims who cannot be moved easily

Note: Calling 911 on any NASA Center phone will result in immediate assistance from center emergency responders. However, if calling from a cell phone, it will dial outside emergency responders. Ensure you know safety protocol for your respective location.

Dress Code

DEVELOP is a professional organization that requires participants to maintain a standard of excellence every day. In a professional environment, the common rules of business are applicable. This organization interacts with many sectors of government, industry, and non-profit organizations. For these reasons, the DEVELOP daily dress code is business casual. However, for formal presentations, participants are expected to wear formal business suits.

Every Day - Business Casual:

Pants: Khakis or slacks

Skirts: Appropriate business skirts at/near knee length

Dresses: Appropriate length (at/near knee) dresses, no spaghetti straps

Shirt: Collared shirts, polo shirts, blouses, sweaters

Shoes: Dress shoes (no sandals, no sneakers, no flip flops)

Accessories & Make Up: Be conservative

Formal Presentations - Business Suit:

Formal Suits (Dark Colored - Black, Navy, Gray) & Dress Shoes

Inappropriate Attire Includes:

- Jeans, tennis/running shoes (except on designated casual days)
- Pants that droop and display underwear

- Shorts, including women's capris above the knee
- Skirts shorter than 3 inches above the knee when seated
- Halter tops or exposed midriffs
- Revealing, too tight clothing
- Shirt straps narrower than 2 inches wide
- Sweat pants, sweatshirts, T-shirts
- Attire with vulgar, violent or explicit language or images
- Multiple body piercings, hats, bandanas, etc.
- Flip-flops of any sort
- Unkempt attire

Notes:

- Some circumstances may require approval for exceptions by your Center Lead.
- DEVELOP Center Leads will enforce the dress code. If it is deemed that the dress code has been violated, DEVELOP Center Leads have the authority to ask whomever to leave on an unpaid break to change into more appropriate attire.
- Dressing up, especially for closeout and hand-off presentations, is part of DEVELOP's signature. It's part of our professionalism and shows that we respect NASA for funding the program and aim to represent the Agency to the fullest.

Cell Phone Usage

- Ringers should be set to silent or vibrate during work hours
- Personal phone calls should be made over lunch or before/after work
- Cell phone usage (texting, messaging, etc.) during work hours should be kept to a minimum

Computer Usage

As a participant in the DEVELOP National Program, each individual must comply with computer usage guidelines as specified by their location. Do not play games, chat, stream audio or video (unless project related), and absolutely no music or video downloads (legal or illegal) unless it is specifically for the video poster session.

Note: Please keep file structures organized so it will be easier for you to back up your material at the end of the term.

Participants at NASA Centers: All participants are required to pass the SATERN IT Security training before access is permitted to computers on NASA Centers. Personnel may use computing resources for business, emergency, and very limited personal use. All networking activity at NASA Centers, including personal email traffic, is subject to monitoring and every keystroke is stored. Guidelines are as follows:

1. US Government computers are for authorized users only.
2. It is NASA's policy to permit **limited personal use of Government office equipment**, including information technology (IT).
3. The limited personal use of Government office equipment by NASA employees and contractors **shall not interfere with official business, violate existing laws, and should involve only minimal additional expense to the Government.**
4. **Privacy Expectations - NASA employees and contractors do not have a right to expect privacy while using Government office equipment at any time, including accessing the Internet and using e-mail.**
 - a. Employees and contractors are advised that the Government maintains call details and network access records to monitor telephone activity and Internet access.

- b. The Government also employs monitoring tools to track system performance and improper usage.
5. **Unauthorized use** of the computer accounts and computer resources to which you are granted access is a **violation of Federal Law; constitutes theft**; and is **punishable by law**.
6. **Misuse of assigned accounts and accessing others' accounts without authorization is strictly forbidden.**
7. Failure to abide by these provisions may constitute grounds for **termination of access privileges, administrative action**, as well as **civil or criminal prosecution**.

Reiteration of Privacy Expectations: You do not have a right to expect privacy while using Government office equipment at any time, including accessing the Internet and using email.

Additional DEVELOP Guidelines:

Online Policies:

- This is a government controlled network and is to be used for official purposes only, meaning absolutely no games, chatting, commercial radio, or music downloads.
- Due to center-wide bandwidth considerations, streaming audio and video are prohibited unless for official government business.
- Personal emails are acceptable as long as they do not interfere with work.
- Do not expect privacy while sending or receiving emails from or to a NASA email account or on a NASA computer.

Computers:

- Computer equipment cannot be taken off-site without appropriate, documented approval.
- Do not move any equipment (computers, monitors, projectors, etc.). All equipment is documented according to room and internet jack. Please notify your Center Lead for any necessary moves.
- Do not try to change system settings yourself. Notify your Center Lead to make the changes for you.
- Please **turn off the monitor every evening** before leaving (not the computer).

Software:

- Installation of legally licensed software is permitted if the software is necessary to complete your project. Do not install any new software yourself; speak to your Center Lead for assistance.
- Do not make copies of proprietary software. This violates federal copyright laws and does not fall under computer usage guidelines.
- If you have any questions regarding permissibility of software, please contact Center Lead.

Participants at Regional or International Locations: Check with your Center Lead in regards to computer and IT policies in place. Do not play games, chat, stream audio or video (unless project related), and absolutely no music or video downloads (legal or illegal). Do not expect privacy while sending or receiving emails from/to a NASA email account.

Operational Guidelines

DEVELOP Hours at Your Node

Office Hours vary by DEVELOP location. They generally are Monday through Friday: 8:00am – 6:00pm. Saturday & Sunday: Closed

Ensure that your Center Lead and NPO are aware of your schedule, and any changes that may occur must be approved by your Center Lead ahead of time. All changes to your schedule that involve modification to your total weekly hours must be approved by NPO and your Center Lead ahead of time.

Absence/Tardiness: If you are going to absent or late, an email or call must happen in advance to your Center Lead. In the case of an unforeseen event (accident, flat tire, etc.) you must call the DEVELOP Office prior to the time you would have reported to work and report your situation.

Illness: If an illness occurs, the participant must call the DEVELOP Office and follow with an email to your Center Lead. Participants are not eligible for annual leave, sick leave, or personal leave - missed hours must be made up.

DEVELOP Locations will be closed on:

February 15 (Monday) in honor of Presidents Day

Participant Classifications & Eligibility

Who is eligible to apply to DEVELOP?

Individuals interested in pursuing experience in the Earth sciences and remote sensing, including currently enrolled students, recent graduates with a college degree, transitioning career professionals, and transitioning veterans of U.S. Armed Forces. Currently enrolled students are eligible during as long as they are enrolled, while anyone not enrolled is eligible to apply to up to four terms (does not have to be back to back).

General Requirements

1. At least 18 years of age
2. Ability to provide personal transportation to and from the DEVELOP location
3. Strong interest in Earth science and remote sensing
4. U.S. citizenship is required to apply to DEVELOP locations at NASA Centers

** In addition to meeting the general eligibility requirements stated above, each applicant must meet the additional requirements specific to their applicant classification.*

Participant Classifications:

Currently Enrolled Students: Individuals who are currently enrolled at a U.S. accredited community college, undergraduate or graduate college or university. Open to all majors.

- Evidence of enrollment at an accredited U.S. school (acceptance letter or current unofficial transcripts)
- Minimum 3.0 GPA on a 4.0 scale (cumulative or most recent)

Recent College Graduates: Individuals who have graduated with an undergraduate or graduate degree from a U.S. accredited college or university within the past two years.

- Evidence of successful graduation from a college or university (diploma or transcript showing graduation)
- Minimum 3.0 cumulative GPA on a 4.0 scale (cumulative or most recent semester) at last institution of higher learning

Early or Transitioning Career Professionals: Individuals transitioning to a new career field, who are pursuing further experience in the Earth sciences and remote sensing (including transitioning and recently transitioned personnel from the U.S. Armed Forces).

- At least two years of work experience in a professional environment
- Minimum 3.0 cumulative GPA on a 4.0 scale from last institution of education

Payments, Taxes, Travel & Insurance Policy

*Please see your respective funding mechanism for further information on these topics.

- Participants are paid on a step scale based on applicant classification and education level. In order for a participant to qualify for the next step pay rate, the individual must be currently taking classes or graduated at that grade level. For example, a participant who finishes their sophomore year in the spring is only eligible to move to the next pay step in the fall once he/she begins taking junior level classes.
- **Taxes are not withheld from participants' consulting checks. It is the participant's responsibility to pay any taxes if and when they are due. As a consultant, there are tax advantages and disadvantages, so it is wise to familiarize yourself with IRS and state-specific guidelines regarding independent consultants and seek counsel from a tax specialist regarding your tax situation.**
 - Foreign nationals who are from countries that **do not** have a tax treaty with the United States will see an automatic 30% of their payment withheld by their funding organization and sent to the IRS. To see which countries have tax treaties with the US visit this website - www.irs.gov/publications/p519/ar02.html#en_US_2013_publink1000222821.
- As a DEVELOP participant, it is each individual's responsibility to have the appropriate health and medical coverage. **DEVELOP does not provide any insurance coverage.**
- Travel is a privilege for DEVELOP participants and must originate from the DEVELOP NPO.
 - Travel Process:
 1. If a location finds a conference or meeting they are interested in attending, a request for travel must be submitted to the DEVELOP NPO. A template for the request for travel is available, and it includes the dates, name of trip/meeting/conference, location, sponsor, description, proposed attendees, and justification for the travel.
 2. The NPO will assess merit of the event and funds available.
 3. If approved to attend as a DEVELOP representative, travel requests must be submitted for the travel to be approved by the funding contract. If funding is not approved for the travel, participants can still present DEVELOP-related work **with approval**, but they must leverage or provide their own travel funding and cannot use DEVELOP as their affiliation.
 4. Once approved, travel arrangements will be made (if needed) by the NPO.
 5. Reimbursements will be processed upon the travelers' return following the submission of a travel report, travel reimbursement form, and all original receipts. This paperwork should be returned within five business days of returning from travel.
 - **Note:** All proposed conference travel must be input into the NASA Conference Tracking System by the NPO and gain approvals from Langley and NASA HQ. NASA has a 50-person limit at conferences. Some large conferences, like AGU Fall Meeting, have waivers allowing for more to attend; however, attendance is still limited and must be approved by NASA HQ.
- DEVELOPers who travel during the term may claim a maximum of eight hours for travel compensation per day. Other information regarding travel is located on the DEVELOP Exchange.
- If any problems occur while checking into the hotel or during any other processes for reservations made with a DEVELOP credit card, the participant must contact the credit card holder (Karen Allsbrook for SSAI, Lauren Childs-Gleason for Wise).
- DEVELOP encourages participants to present their work, but since all research is property of the program, **any abstract submissions to a conference/meeting/workshop/recruiting**

event/etc. must be approved before submission by the DEVELOP NPO. Contact Lauren Childs-Gleason if you have a question or presentation request.

Security & Node Access Requirements

In the event of inclement weather, the DEVELOP offices will follow the schedule of their host location.

Checkout Process

All participants must complete the following checklists:

- Clean your workspace - desk drawers are empty, desktop cleared.
- Ensure all shared spaces (kitchen, break room, meeting rooms, etc.) are tidy.
- Empty all trash cans.
- Clear out any remaining food or drinks from refrigerators.
- Any office supplies are collected and put away in the appropriate place.
- **Ensure that all files you may want to keep are retrieved from your computer.**

Project Checklist:

- Final versions of each of the project deliverables must be uploaded to DEVELOPedia (or archived on the DEVELOP Exchange if they don't fit) and at your node:
 - Technical Paper
 - Presentation with speaker notes
 - Poster
 - Project Summary
 - VPS (video & transcript)
 - Imagery
 - Optional Deliverables: Tutorial, Brochures, Google Map Gallery Inputs

Reminder: File Nomenclature: YearTerm_Node_Team_Deliverable_Draft
(ex. 2016Spring_LaRC_NorthCarolinaWater_TechPaper_FD)

NASA Center Participants: All program participants are required to checkout through the DEVELOP office at the end of the term. Badges must be returned to Center Leads on the last day of the term. It is a federal offense to not return your badge at the end of the term.

Participant Resources

Helpful Websites & Contacts

Geoinformatics Team: DEVELOP.Geoinformatics@gmail.com

If you have a GIS or programming question or issue, you can email the Geoinformatics Team to help you problem solve and find solutions.

Project Coordination Team: DEVELOP.ProjectCoordination@gmail.com

If you have any questions relating to deliverables, templates, feedback, etc., you can email the Project Coordination Team to request assistance.

Communications Team: DEVELOP.Communications@gmail.com

Email the Communications Team if you have any questions relating to conferences, publications, brochures or one pagers, recruiting, innovative content, VPS, etc.

DEVELOP Website: <http://develop.larc.nasa.gov/>

News, application deadlines and links, videos, publications

DEVELOPedia: <http://www.devpedia.developexchange.com/>

Internal wiki for sharing knowledge related to DEVELOP

You should have received information about your account just before the beginning of the term. For assistance, talk to your center lead, and then contact Mike Bender.

DEVELOP Exchange: <http://files.developexchange.com/>

Username: develop_user, password: DEVELOPers2014!

File sharing, deliverable submission, archiving of project deliverables

Anonymous Drop Box: <http://www.developexchange.com/dropbox.html>

If you have any comments, questions, or concerns and would like an anonymous forum to express them, the drop box is checked every few weeks. For time-sensitive items, this is not the best approach for dealing with the solution. Be sure to use notepad (.txt) for this.

Remote Sensing Tutorials:

<http://www.fas.org/irp/imint/docs/rst/>

<http://www.nrcan.gc.ca/earth-sciences/geomatics/satellite-imagery-air-photos/satellite-imagery-products/educational-resources/9309>

Writing and Message Strategies & Tips:

<http://sfa.terc.edu/materials/activities.html>

http://sfa.terc.edu/materials/pdfs/memorable_messages.pdf

http://sfa.terc.edu/materials/pdfs/memorable_graphs.pdf

GIS, Programming & Automation

General GIS:

<http://hcl.harvard.edu/libraries/maps/gis/tutorials.html>

<http://training.esri.com/gateway/index.cfm?fa=catalog.webcoursedetail&courseid=2500>

General Coding: <http://www.codecademy.com/>

General Python Training:

<https://www.e-education.psu.edu/geog485/node/17>

<http://training.esri.com/gateway/index.cfm?fa=catalog.webcoursedetail&courseid=1868>

Spatial Analysis & Data Statistics:

<http://training.esri.com/gateway/index.cfm?fa=catalog.webCourseDetail&courseid=2017>

<http://training.esri.com/gateway/index.cfm?fa=catalog.webCourseDetail&courseid=2586>

Data Sharing:

<http://training.esri.com/gateway/index.cfm?fa=catalog.webCourseDetail&courseid=2501>

Working w/Raster Data in R:

<http://cran.r-project.org/web/packages/raster/raster.pdf>

Notes:

- Use the DEVELOP Exchange to share information (rough/final drafts of deliverables) **ONLY within DEVELOP** (team members and/or other DEVELOP locations).
- Use of Google Docs is permitted as long as the files are not accessible to people outside DEVELOP.

Personnel Issues

Don't put anything in writing! Do not send emails about the situation - remember that NASA emails are NOT private. Should a personnel issue arise, immediately and verbally communicate the situation up the chain.

Team Member -> Project Lead -> Center Lead -> NPO

If an issue with a team member or any DEVELOP participant, Project Lead, or Center Lead should arise, follow the chain of command for reporting issues. If the problem is one of those links in the chain, go to the person above them. If you are uncomfortable contacting the next person up the chain, please contact the NPO.

SSAI-funded Participants NPO POC – Karen Allsbrook, 757.864.1276

Wise-funded Participants NPO POC – Lauren Childs-Gleason, 757.864.4204

Controversial Topic Discussions

At times, conversation in the office may turn to controversial topics. Take into consideration the following guidelines:

1. Respect others opinions, especially those that are opposite your own
2. Be open-minded
3. Don't aggravate or exacerbate the situation
4. Be fair
5. Care about those around you

Dealing with Project Setbacks

There will also be times when the projects have unexpected setbacks. When this happens remember that all setbacks are a learning opportunity. Take into consideration the following:

1. Take a moment to reflect and regroup - take a step back or work on something else for a bit so that you can return with a fresh perspective.
2. Evaluate the situation - look at what went wrong, break it down logically, see what positives you can take from the situation.
3. Revisit the original objectives - look at the path that brought you to the setback, start fresh at the beginning.
4. Brainstorm new options - work with the team to find new alternatives, different ways to approach the problem, and potential changes to the original objectives.
5. Outline what's next - come up with concrete steps forward and action items.
6. Move on - fuhgettaboudit. The term is too short to dwell!

Frequently Asked Questions

About DEVELOP FAQ

What is the DEVELOP Elevator speech? DEVELOP is a dual capacity building program sponsored by NASA's Applied Sciences Program that addresses environmental and public policy issues by conducting interdisciplinary feasibility projects that apply the lens of NASA Earth observations to community concerns around the globe. Bridging the gap between NASA Earth Science and society, DEVELOP builds capacity in both participants and partner organizations to better prepare them to address the challenges that face our society and future generations.

How many DEVELOP locations are there and do they ever change? Presently, there are 12 locations. A thirteenth location will be opening this summer at the Maricopa County Department of Public Health in Tempe, Arizona. Node locations evolve over time due to changing partnerships, personnel, and needs.

What is the natural progression of opportunities in DEVELOP? The trajectory through DEVELOP is as follows: Team Member > Project Lead > Center Lead > Fellow > Senior Fellow > NPO. Although this is the ultimate progression, not all participants will progress through each of these positions.

What is the NPO? DEVELOP's National Program Office is DEVELOP's Headquarters. The NPO Team sits at NASA Langley and oversees the program as a whole. The NPO ensures daily operations run smoothly, manages the online application system and application process, processes all paperwork involved, works closely with Center Leads and Advisors/Mentors, manages the project proposal and approval process, manages software, leads programming and geoinformatics initiatives, monitors progress of projects and nodes, organizes all travel and conference activity, reports program-wide performance, oversees all NASA Export Control and Software Release Authority requirements, leads communication activities (social media, website), leads strategic planning activities, organizes the annual summer showcase, and supports the Applied Sciences Program and NASA HQ as requested.

What are DEVELOP Senior Fellows (formerly Associates)? DEVELOP Senior Fellows are part of the NPO support team who previously spent a year as DEVELOP Fellows. The position is focused on furthering the individual's personal and professional development, leadership and technical skills, all while supporting the NPO and national teams. Senior Fellow positions are based at Langley Research Center within the NPO.

What is DEVELOP's Fellow Program (Formerly Young Professional Class)? The DEVELOP Fellows Program is a class of competitively selected recent college graduates who spend one year with DEVELOP growing both personally and professionally, focusing on a specific facet of the program, and contributing to the organization as a whole. Each Fellow serves in a dual-role, splitting their time between their node and NPO-related tasks.

What is the DEVELOP Campus Ambassador Corps? DEVELOP's CAC is a group of competitively selected students who recruiting activities at their university for one academic year. The ideal ambassador is a responsible, outgoing leader who has a passion for NASA's Applied Sciences Program and DEVELOP. This initiative draws on the skills and enthusiasm of DEVELOP participants to enhance the program's brand and global visibility by promoting awareness of the NASA Applied Sciences.

What is a Results Framework and how is it used? A Results Framework presents an organization's strategy for achieving specific objectives and was designed by USAID, and selected by the NASA Capacity Building Program (CBP) to clearly outline activities within the four CBP elements. It is both a planning and management tool, and provides a baseline for performance reporting to NASA HQ.

Communication FAQ

How do I know who to contact in the NPO if I have a question? Refer to the orientation slides. There is a specific slide describing all individuals in and supporting the National Program Office, and lists general topics and who is best to respond to them. If your question or concern isn't one of those, reach out to anyone in the NPO! They are all nice, don't bite, and can direct you to the right person if it's not them.

How should my team communicate with partners? Clear expectations and communication lines are key to a successful partnership. Open communication lines at the start of the term and provide concise information to partners. If the partner is open to it, schedule regular telecons to report progress and give updates. Be clear about the project timeline and deliverables, don't over promise, yet be open to ideas and input from the partner/end-user. Many teams find that bi-weekly (every two weeks) is a good timeline for staying in communication with partners/end-users.

How should my team communicate with offsite team members? Open communication is key to a successful collaboration between nodes. Set up regular tag-up times and consider using instant messaging options to stay connected while in the office. Skype, Google Hangouts/Chat, telecons, Vidy and Lync can all assist in this process.

Can I contact other teams and nodes? Of course! Inter-node collaboration and communication is highly suggested. The best approach is to work with your Center Lead to establish first contact.

Where can I learn about what DEVELOP alumni are doing? The DEVELOP Newsletter goes out three times a year and highlights many of the activities of past DEVELOPers. A recent presentation at the AGU Fall Meeting focused on the DEVELOP Alumni Survey and has many interesting examples from alumni of where they are now and how they feel DEVELOP benefited them. In June of each year, Wise County initiates an alumni survey on behalf of DEVELOP which is the biggest resource of information. NPO is presently working on new methods of sharing 'success stories' with current and former DEVELOPers, so stay tuned!

NASA Knowledge FAQ

Why should I learn about NASA's organization chart, Applied Sciences, and Capacity Building? NASA supports DEVELOP, and it is important to know where that funding is coming from and who is in charge of it. If you are selected to represent your project and DEVELOP at a conference or meeting, it is important that you know who the key personnel are so that you can interact with them intelligently. These people also visit NASA centers and universities often, so understanding their role is key to great interaction with them.

What are the ASP National Application Areas and do they ever change? There are nine presently – Agriculture, Climate, Disasters, Ecological Forecasting, Energy, Health & Air Quality, Oceans, Water Resources, and Weather. They do change occasionally, but any changes are decided on and driven by NASA HQ.

What's the difference between Earth observations (EO) and Earth Observing Systems (EOS)? EO is an umbrella term that covers the full satellite suite, while EOS is a very specific subset of those. Only if your project is solely using satellites that are part of the formal EOS, you can use the term EOS in the description of your project. <http://eosps.nasa.gov/mission-category/3>.

Projects & Deliverables FAQ

Why are deliverables important and what are they used for? Refer to the Deliverable Descriptions above in this document for details regarding each deliverable and its use.

When are deliverables due? Each term has a pre-set schedule of deliverable deadlines for submitting deliverables to the NPO. Most Center Leads have parallel set of deadlines when they request the deliverables so they can edit before sending to the NPO.

How are the teams able to complete a project in just 10 weeks? Deliverable due dates play an important role, as do communication, creative problem solving, delegation of duties, flexibility, and being open minded with a can-do attitude.

Why is file nomenclature important? DEVELOP conducts over 80 projects each year. That is a lot of deliverables and files to keep organized. Nomenclature is key in archiving and staying organized. You should consider it important in your personal life and non-DEVELOP projects if you haven't already.

Why are templates mandatory? The goal of standardized templates for all project deliverables are to establish a clear, consistent, and unique visual identity for DEVELOP. This identity builds on NASA's world-famous brand and gives the program a clear style and personality of its own. There are rigid guidelines for using the NASA insignia, and DEVELOP templates adhere to all requirements.

I do not like the colors of the templates, can I change them? Sorry, but no. The color scheme is part of DEVELOP's branding. If you have any questions regarding coloring, please reach out to the National Program Office to discuss.

Why does DEVELOP use Century Gothic as the standard font? NASA's preferred font is Helvetica, which is not available freely on all computers. The Earth Science Division management prefer sans serif fonts, and so DEVELOP selected the clean and visually appealing Century Gothic to serve as the standard font for DEVELOP as it provides the slightest differentiation from the masses using Arial.

What is the PSI? The Project Strength Index (PSI) is DEVELOP's version of the TRL (Technical Readiness Level) and ARL (Application Readiness Level) scales, which are used by NASA and the Applied Sciences Program. It provides a standardized means of tracking project progress, and evaluating project success and strength. It was specifically designed such that only in our wildest dreams would a project get all the points available. Aspire to make your project that project!

How is the VPS contest judged? There is a formal rubric each judge is given. There are three or more judges per category, with a top project from each category going on to a final round that is judged by the same rubric. The projects with the most points as given by the judges wins.

How much should I expect to interact with my project advisor? This varies by project, by node, by term, and by year, but generally speaking plan to have a weekly tag up with your project advisor (assuming they aren't on travel in a given week).

What geospatial software programs are available to me? The NPO provides access to ENVI/IDL, ERDAS IMAGINE, and Esri ArcGIS. There are some limitations to this availability – DEVELOP can only provide these software packages to computers that are solely used by DEVELOPers (i.e. not university lab computers), yet not a personal computer. ArcGIS software can only be provided to computers that are on a NASA center or purchased by NASA money. For more details contact Lauren Childs-Gleason.

Can projects continue for more than one term? Yes. They can and often do continue for up to two or three terms, but do not continue past three terms (one year). There needs to be a substantial argument for the continuation and it is typically planned for ahead of time when the project is first proposed. Similar to how participants must reapply to participate in a following term, DEVELOP projects must go through the proposal review and approval process for each term they would be worked on.

How are teams formed? The needs of each team are based on the nature of the project, skill sets required, experience available in applicants, mixing different education levels and skill levels, and scheduled availability. As a Program focused on capacity building, DEVELOP seeks participants who have room to grow technically and professionally and would be able to benefit from the Program as well as contribute to it.

Personnel Issues FAQ

What if I have a disagreement/problem with one of my team members and it's serious?

Personality conflicts and other disagreements often arise in teams under pressure. With the short timeline of DEVELOP terms, don't hesitate to try to improve the situation. Take a step back and try to see the other person's side. If no resolution can be worked out, go up this chain: Team Member > Project Lead > Center Lead > NPO. If the issue regards one of the links in that chain, skip to the next one up. Remember to not put anything in writing relating to personnel issues. Speak to those available in person, and if you would like to pull NPO into the discussion contact them on the phone.

Logistics FAQ

What if I'm going to be late or absent? Contact your Center Lead before the time you were supposed to report for duty. Explain the situation, when you will be in, and how you will make up the time. If the Center Lead approves of the make-up plan, you are set. If there are any issues with making up hours, Karen Allsbrook needs to be informed so that addendums can happen to adjust payment amounts.

What kind of tax form will I receive? US citizens will receive a 1099-MISC form. Foreign nationals will receive a 1042-S form. Visit the IRS website (<http://www.irs.gov/pub/irs-pdf/i1099misc.pdf>) to gain an understanding of what this means for you.

When will I receive my tax form? All tax forms come directly from your funding organization (SSAI or Wise County) and are mailed to the address you submit on your consulting pay paperwork. 1099-MISC forms will be sent by mid-February and 1042-S forms by mid-March.

Are taxes taken out of my consulting payments? US citizens and foreign nationals from countries with a current tax treaty with the United States do not have taxes withheld from their

consulting payments. You will be required to pay your taxes yourself. Seek advice from a tax professional for more information regarding tax deductibles that might apply to you. For foreign nationals from a country that does not have a tax treaty with the United States, an automatic 30% of their payment will be withheld by their funding organization and sent to the IRS. To see which countries have tax treaties with the US visit: <http://www.irs.gov/publications/p519/ar02.html>.

Do I have to reapply if I want to work at DEVELOP for another term? Yes. All participants must reapply each term. Only DEVELOP Fellows (Young Professionals) and Senior Fellows (Associates) do not have to reapply for each term, as they compete for a year long opportunity.

How long am I eligible to reapply? Currently enrolled students are eligible as long as they are enrolled. Recent Graduates have graduated within the previous two years. After two years, candidates should apply as Early or Transitioning Career Professionals.

DEVELOP Agreement Forms (Signatures & Info Required)

1. DEVELOP Participant Information and Emergency Contact
2. DEVELOP Statement of Understanding & Agreement
3. DEVELOP Traveler's Responsibility Agreement
4. NASA Drug Free Work Place & Sexual Harassment
5. NASA Intellectual Property Agreement
6. NASA Non-Disclosure Agreement
7. NASA Media Release

Note: The 'Age of Majority' is 19 or above in four states. For participants in Alabama, Nebraska, and Delaware that are under 19 years old, you must have a parent or guardian sign the forms as well. For participants in Mississippi who are under 21 years old, you must have a parent or guardian sign the forms as well.

DEVELOP Participant Information & Emergency Contact

Date: _____

Participant Information

Full Name: _____

Name You Prefer to be Called: _____

Local Mailing Address - Used While at DEVELOP:

Street Address (No P.O. Boxes): _____

City, State, Country, Zip Code: _____

Phone Number: _____

Email Address: _____

Permanent Residence - Used to verify address where tax documents will be mailed to you:

Street Address (No P.O. Boxes): _____

City, State, Zip Code: _____

Medical Status:

Allergies (if any): _____

Any Medical Conditions of Which the Office Management Should be Aware: _____

Emergency Contacts

Primary Emergency Contact:

Name: _____

Relationship: _____

Phone Number: _____

Secondary Emergency Contact:

Name: _____

Relationship: _____

Phone Number: _____

DEVELOP Statement of Understanding & Agreement

I state that I agree to abide by all the stated guidelines and policies while I am a participant in the DEVELOP Program. If I choose not to abide by the policies and core values described in the Handbook, I understand that there will be consequences up to and including dismissal from the program. I agree that I am expected to read and understand all material contained within the handbook and will ask DEVELOP management if I am unclear about any of the policies.

I understand that my experience at DEVELOP this term will simulate a real-world work environment. I will conduct research on a team of participants under the guidance of science advisors and DEVELOP managers. I understand each team will be led by a DEVELOP participant, and that teams are assembled of diverse, interdisciplinary backgrounds and levels so that participants can learn from one another.

I am accountable for my attendance and punctuality, work ethic, open communication, good attitude, productivity, and quality of work.

By signing below, I represent that I read the foregoing and fully understand its contents.

PARTICIPANT NAME (PRINT)

SIGNATURE & DATE

FOR PARTICIPANTS WHO DO NOT HAVE THE LEGAL CAPACITY TO ENTER INTO A CONTRACT, A PARENT OR GUARDIAN MUST ALSO SIGN BELOW:

I, the undersigned, hereby warrant that I am the legal parent/guardian of the above Participant, not of Age of Majority, and have full authority to authorize the above Agreement which I have read and approved.

PARENT/GUARDIAN NAME (PRINT)

SIGNATURE & DATE

DEVELOP Traveler's Responsibility Agreement

While on travel, I accept full responsibility for displaying good conduct and following the directions of the mentors, the rules of the hotels, and all state and local laws. I am aware that the legal age for consuming alcoholic beverages is 21. Also, I understand that while on travel, I must act in a manner that reflects well on the DEVELOP Program, my funding organization, and NASA at all times.

I further understand that the mentors, and those conducting the trip, will do all that is reasonable and prudent to assure the safety of the participants of the trip. The DEVELOP National Program, all funding organizations, and NASA do not assume any responsibility or liability for any accidents or injuries that I may sustain.

I also agree to participate in the scheduled conference sessions and other activities as required. I will be on time for all activities and departures.

I have read the above waiver and release, and by signing it agree it is my intention to exempt and relieve the DEVELOP Program, funding organization (SSAI and Wise County), NASA, or any other officially involved party from liability for personal injury, property damage, or wrongful death caused by negligence or any other cause during the aforementioned travel and activity participation.

By signing below, I represent that I read the foregoing and fully understand its contents.

PARTICIPANT NAME (PRINT)

SIGNATURE & DATE

FOR PARTICIPANTS WHO DO NOT HAVE THE LEGAL CAPACITY TO ENTER INTO A CONTRACT, A PARENT OR GUARDIAN MUST ALSO SIGN BELOW:

I, the undersigned, hereby warrant that I am the legal parent/guardian of the above Participant, not of Age of Majority, and have full authority to authorize the above Agreement which I have read and approved.

PARENT/GUARDIAN NAME (PRINT)

SIGNATURE & DATE



NASA Drug Free Work Place & Sexual Harassment

Drug and Sexual Harassment Free Work Place Agreement for the NASA
DEVELOP National Program

NASA's Plan for a Drug-Free Workplace

Executive Order (E.O.) 12564, Drug-Free Federal Workplace, signed by President Reagan on September 15, 1986, established the goal of a drug-free workplace and required Federal employees to refrain from using illegal drugs on or off duty. Drugs impair an employee's ability to perform tasks that are critical to the Agency's mission and result in the potential for accidents on duty and failures that can threaten our success. As the World's leader in aeronautics and space research and development, NASA is unwilling to compromise the safety and health of any person or property or do harm to the environment and, therefore, has a compelling obligation to eliminate illegal drug use from the workplace.

You will be working at a federal government facility and potentially working in the field with government employees and other DEVELOP interns. As a DEVELOP intern you are expected to abide by the above provision and neither use nor tolerate the use of illegal drugs in your NASA environment and/or in your field work environment. By accepting your appointment with DEVELOP, you are acknowledging receipt of the above Drug Free Work Environment statement and that you agree to abide by the terms therein.

Sexual Harassment

NASA has a zero tolerance policy towards sexual harassment. As such, your appointment may be revoked immediately for such behavior. If you are unsure or unclear about what constitutes sexual harassment, or if you experience such behavior, please contact DEVELOP Program management. Proper action will be taken.

By signing below, I represent that I read the foregoing and fully understand its contents.

PARTICIPANT NAME (PRINT)

SIGNATURE & DATE

FOR PARTICIPANTS WHO DO NOT HAVE THE LEGAL CAPACITY TO ENTER INTO A CONTRACT, A PARENT OR GUARDIAN MUST ALSO SIGN BELOW:

I, the undersigned, hereby warrant that I am the legal parent/guardian of the above Participant, not of Age of Majority, and have full authority to authorize the above Agreement which I have read and approved.

PARENT/GUARDIAN NAME (PRINT)

SIGNATURE & DATE



National Aeronautics and Space Administration Intellectual Property Agreement for DEVELOP Program

In consideration of my participation in the DEVELOP Program at the National Aeronautics and Space Administration ("NASA"), the receipt and sufficiency of which is hereby acknowledged, I do hereby agree as follows:

1. Patent Rights

(a) Before the expiration of my tenure at NASA, I shall disclose to NASA Patent Counsel each invention made (conceived or first actually reduced to practice) by me, alone or jointly with an employee of the U.S. Government or its contractor(s), as a consequence of, or in direct relation to, my tenure at NASA (hereinafter "Subject Invention").

(b) I shall elect in writing whether or not to retain ownership of my interest in each disclosed Subject Invention by notifying NASA Patent Counsel within ninety (90) days after disclosure.

(c) If I elect to retain ownership, I shall file an initial patent application on the Subject Invention within one (1) year after my election or, if earlier, prior to the end of any statutory period wherein valid patent protection can be obtained in the United States after a publication, on sale, or public use of the Subject Invention.

(d) The U.S. Government shall have a nonexclusive, irrevocable, paid-up license to practice, or have practiced for or on behalf of the United States, each Subject Invention in which I elect to retain ownership.

(e) An elected Subject Invention may be subject to March-In-Rights by the U.S. Government in accordance with 35 U.S. Code, Section 203.

(f) I shall include the following statement within the specification of any United States patent application and any patent issuing thereon covering an elected Subject Invention:

"This invention was made with United States Government support, and the United States Government has a paid-up license in this invention and the right in limited circumstances to require the patent owner to license others on reasonable terms."

(g) If I fail to elect whether or not to retain ownership of a Subject Invention within the time specified above, or decide *not* to retain ownership of a Subject Invention, I shall assign my interest in the Subject Invention to the U.S. Government, upon its written request.

(h) If I decide *not* to file a patent application after electing to retain ownership; or decide to discontinue prosecution, decide not to pay a maintenance or issue fee, or decide not to defend a re-examination or opposition proceeding of a patent application on the Subject Invention, I shall assign my interest in the Subject Invention to the U.S. Government, upon its written request. I further agree to notify NASA at least thirty (30) days before the expiration period required by the U.S. Patent and Trademark Office if I decide not to: (1) continue prosecution of a patent application, (2) pay maintenance fees on a resulting patent, or (3) defend a resulting patent in a re-examination or opposition proceeding, in any country.

(i) If I assign my interest in a Subject Invention to the U.S. Government, I will share, to the same extent as a NASA inventor(s), in any royalties received if NASA, in its sole discretion, licenses the Subject Invention, or any patent application or patent covering the Subject Invention.

(j) If I elect to retain ownership of my undivided interest in a Subject Invention made jointly with a U.S. Government employee, I may request NASA to refrain from exercising its undivided interest in a manner inconsistent with my commercial interests.

(k) If I am a co-inventor with a U.S. Government contractor employee(s), I will consult with the contractor co-inventor(s) to determine how the above identified responsibilities will be met.

2. Copyrights

(a) In the event I author an original work as a consequence of, or in direct relation to, my tenure at NASA, I agree that the U.S. Government and others acting on the Government's behalf shall have a nonexclusive, irrevocable, paid-up license to use, reproduce, distribute, prepare derivative works, and display the copyrighted work publicly.

(b) If I decide *not* to assert copyright in such a work, I shall assign my copyright to the U.S. Government, upon its written request.

(c) Copyright in an original work co-authored with a U.S. Government employee(s) shall be jointly owned by me and the U.S. Government.

(d) For any works that I deliver to NASA during my tenure, I represent and warrant that the work is unclassified, has not been previously published, wholly or substantially, and is not under consideration for publication elsewhere. I also represent and warrant that the works will be my original work and that no portion of the work is covered by a prior copyright. For any work that is copyrighted, I represent and warrant that I obtained permission for its use in writing and that all image releases have been obtained for any human likeness. Further, I represent and warrant that the work will not infringe on any trademark, patent, trade secret, proprietary rights or other intellectual property rights of any third party, nor does it contain any material that is defamatory.

3. Applicable Law

(a) This Agreement shall be governed by United States federal law.

PARTICIPANT NAME (PRINT): _____

ADDRESS: _____

SIGNATURE: _____ DATE: _____

IF THE PARTICIPANT DOES NOT HAVE THE LEGAL CAPACITY TO ENTER INTO A CONTRACT, A PARENT OR GUARDIAN MUST SIGN BELOW:

I, the undersigned, hereby represent and warrant that I am the legal parent/guardian of the above participant, a minor, and have full authority to authorize the above Agreement which I have read and approved.

PARENT/GUARDIAN NAME (PRINT): _____

SIGNATURE: _____ DATE: _____



National Aeronautics and Space Administration Non-Disclosure Agreement for DEVELOP Program

In consideration of my participation in the DEVELOP Program at the National Aeronautics and Space Administration ("NASA"), the receipt and sufficiency of which is hereby acknowledged, I hereby agree as follows:

I acknowledge that during my participation in the DEVELOP Program at NASA, I may have access to sensitive non-public information (e.g., privileged, procurement sensitive, source selection sensitive, proprietary, trade secret and other non-public or Government controlled information). I am aware that unauthorized disclosure of such information could damage the integrity of the U.S. Government, and result in my personal liability, as well as liability to my sponsoring organization and educational institution. I acknowledge my responsibilities as outlined below regarding such information.

Regardless of how such information is or is not marked or labeled, I agree and acknowledge that I will not disclose, divulge, release or disseminate any such information to anyone except persons approved by NASA as authorized recipients who have a "need-to-know." I agree to protect this information from unauthorized use or disclosure and to refrain from using the information for any purpose other than that for which it was furnished.

I will not make copies, retain, discuss nor reveal any aspects of any documents, data, or software to which I have access as a consequence of my participation in the DEVELOP Program to anyone who is not authorized to receive the same information. I will make disclosures only to the extent that information is required on a "need-to-know" basis, and only subject to the knowledge and consent of my designated mentor or his/her duly authorized designee.

I am aware that breach of my obligations to safeguard and to not transmit or disclose such information to unauthorized persons could subject me to administrative sanctions (to include, when appropriate, termination of participation and/or reporting to sponsoring organization and educational institution), and prosecution under the Procurement Integrity Act or other applicable laws. I agree that this Agreement will be governed by United States federal law.

I am also aware that I may have access to technical data, services and hardware during my participation in the DEVELOP Program that may be subject to U.S. export control laws and regulations, including, but not limited to, the requirements of the Arms Export Control Act, 22 U.S.C. 2751, et seq., including the International Traffic in Arms Regulation, 22 C.F.R. 120 et seq.; and the Export Administration Act, 50 U.S.C. app. 2401-2420, including the Export Administration Regulations, 15 C.F.R. 730-774. I am aware that failure to obtain necessary export authorizations may result in criminal liability under U.S. laws. I am aware that I have an independent duty to ensure that if required, the proper license is obtained. I am also aware that NASA neither represents that an authorization shall not be required nor that, if required, it shall be issued, and that nothing herein provides any such export authorization to me.

PARTICIPANT NAME (PRINT): _____

ADDRESS: _____

SIGNATURE: _____ DATE: _____

IF THE PARTICIPANT DOES NOT HAVE THE LEGAL CAPACITY TO ENTER INTO A CONTRACT, A PARENT OR GUARDIAN MUST SIGN BELOW:

I, the undersigned, hereby represent and warrant that I am the legal parent/guardian of the above participant, a minor, and have full authority to authorize the above Agreement which I have read and approved.

PARENT/GUARDIAN NAME (PRINT): _____

SIGNATURE: _____ DATE: _____



National Aeronautics and Space Administration Media Release

I, the undersigned, do hereby give permission to be recorded, photographed and/or videotaped by or for the National Aeronautics and Space Administration ("NASA") or its representatives. I further give permission to NASA and its representatives to use, reproduce, prepare derivative works, publish, distribute to the public, perform publicly, and/or publicly display the materials, including excerpts and any ancillary material, which include my name, affiliation (educational institute/company), image, voice, and/or likeness. NASA may distribute the materials, including excerpts therefrom, and any ancillary material through a variety of media in existence now or in the future, including but not limited to print, television, websites, radio, or any other means. NASA may also permit a third party to exercise NASA's rights, including but not limited to the right to display or distribute the recording, including excerpts therefrom, and any ancillary material, in any manner NASA deems appropriate.

I also understand that this permission to use my name, image, voice and/or likeness in such materials is not limited in time and that I will not receive compensation for granting this permission.

I acknowledge that NASA has no obligation to use my name, image, voice, and/or likeness in any materials produced by NASA, but if NASA so decides to use them, I waive the right to inspect or approve any such use.

I hereby unconditionally release NASA and its representatives from any and all claims and demands arising out of the activities authorized under the terms of this agreement. This agreement is governed by United States federal law.

By signing below, I represent that I have read the foregoing and fully understand its contents.

NAME (PRINT): _____

ADDRESS: _____

SIGNATURE: _____ DATE: _____

IF THE ABOVE INDIVIDUAL DOES NOT HAVE THE LEGAL CAPACITY TO ENTER INTO A CONTRACT, A PARENT/GUARDIAN MUST SIGN BELOW:

I, the undersigned, hereby represent and warrant that I am the legal parent/guardian of the above individual, a minor, and have full authority to authorize the above Agreement which I have read and approved.

PARENT/GUARDIAN NAME (PRINT): _____

SIGNATURE: _____ DATE: _____