

Department of Homeland Security (DHS)

Federal Emergency Management Agency



FEMA

STATEMENT OF WORK (SOW) FOR:

Supervisory Training Series

 Contracting Officer

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Supervisory Training Series

August 13, 2024

1.0 GENERAL

1.1 PURPOSE

FEMA Region 7 faces unique and complex national security and organizational challenges due to the operational requirements and constraints of our mission. These operational variables and environments are complex and difficult to navigate using traditionally structured and logical based problem-solving or leadership techniques due to the complexity of the problems. Complex problems are inherently ill-structured, making it very difficult for today's leaders to understand and address these problems using traditional problem-solving tools and techniques.

1.2 BACKGROUND

Region 7 currently operates under the guidance of the 2022-2026 FEMA Strategic Plan. CY24 is year three of a five-year plan. During CY23, Regional leader offsite strategic planning workshops were conducted in support of attainment of FEMA strategic goals. FEVS data and senior leader informal assessments have determined a need for professional development of supervisory personnel regarding understanding and managing risk, applying critical thinking to mitigate risk, and incorporating risk tolerance into the development of innovative solutions in support of the attainment of FEMA strategic goals.

1.3 SCOPE

This will be a three session training series with no more than 80 participants in each session, to be executed as in-person training at the regional office in Kansas City, MO. Given this non-contiguous learning environment, the contractor shall provide read ahead material, skills to practice, and/or assignment; "homework", for the participants to use or complete between training sessions.

1.4 OBJECTIVE

Region 7 wants to provide leaders and teams with the skills to lead, manage, assess, adapt, and implement strategies to solve the complex problems presented to them in today's operational environment. Along with these skills, leaders and team members should understand the methodology for solving problems, accounting for the constraints place upon them through policy and regulation, and the Strategic goals and objectives of the organization. Also, provide the skills to develop effective strategy implementation plans while assessing and managing the associated risks to levels that protect the organization while allowing enough tolerance for teams to develop innovative solutions.

1.5 APPLICABLE DOCUMENTS

1.5.1 COMPLIANCE DOCUMENTS

The following documents provide specifications, standards, or guidelines that must be complied with in order to meet the requirements of this contract:

Not Used

1.5.2 REFERENCE DOCUMENTS

The following documents may be helpful to the Contractor in performing the work described in this document:

2022-2026 FEMA Strategic Plan <https://www.fema.gov/about/strategic-plan>

2.0 SPECIFIC REQUIREMENTS/TASKS

This requirement will be fulfilled through the delivery of three in-person training sessions: first session – 3 days, second session - 2 days, and third session – 2 days. Changes from in-person to virtual or blended sessions will be by mutual agreement.

This training shall be focused on execution, assessment, and adaptation of strategy implementation to achieve organizational goals and solve complex problems, with an emphasis on risk mitigation and risk tolerance in the critical thinking path to develop innovative solutions. The contractor will provide non-contiguous learning goals and objectives for participants between training sessions, “homework”, that has a tangible outcome.

2.1 TASK ONE. Pre-Training Planning

The training will be based on the adult learning model with practical, hands-on, exercises or group projects for at least ½ of the course. Practical exercises shall be based on real-world, FEMA, problems provided to contractor during the pre-training planning. The contractor shall provide a facilitated learning style from SMEs with real world experience as government senior leaders or corporate executives, who have planned, led, and executed complex high-risk operations. The contractor shall provide FEMA a pre-training planning milestone plan, for training date determination, pre-course assessment and course curriculum development, as part of their response to this solicitation.

2.1.1 TRAINING SESSION DATES DETERMINED AND AGREED UPON

The contractor shall provide a current list of available training days that fit the three sessions of 3-2-2 days with their response to this solicitation. The available dates will not be part of the evaluation process for award. The final dates shall be determined and agreed upon between by the contractor and FEMA at the post award meeting 10 days after award. All training session dates are subject to change with agreement between the contractor and FEMA in writing NLT ten business days before start of the session.

2.1.2 PRE-COURSE INDIVIDUAL ASSESSMENT

The contractor shall provide FEMA participants with a pre-course individual assessment to develop real-world, FEMA, problems for use in practical exercises and to identify their leadership and interpersonal engagement styles.

2.1.3 COURSE CURRICULUM DEVELOPMENT AND SUBMITTAL

The course curriculum shall be developed as a collaborative effort between FEMA and the contractor, with the contractor recommending and advocating the appropriate courses to achieve the FEMA objective. If the contractor has a curriculum, that is believed to fulfill this requirement, already developed they will submit it with their response to this solicitation.

The contractor shall include in the curriculum a plan for homework assignments using practical exercises to supplement learning objectives. Actual homework may be changed or tailored closer to the assignment date for relevancy of current events or activities from the training session. At a minimum, the contractor shall assign homework after Session 1 and after Session 2 to bridge between sessions.

2.1.4 COURSE MATERIALS

The course materials shall be developed as a collaborative effort between FEMA and the contractor to supplement the course curriculum, with the contractor recommending electronic and/or physical copies of materials to achieve the FEMA objective. At a minimum, course materials shall include electronic copies of non-contiguous homework assignments as described in 1.2 *Scope* for each session. If the contractor has materials, that are believed to fulfill this requirement, already developed they may submit a sample with their technical offer.

The contractor is responsible for providing all course materials as indicated in section 7.0 *Contractor Furnished Property*.

2.2 TASK TWO. Training Session 1

Training session 1 shall be three consecutive days conducted between 14 OCT 2024 and 17 NOV 2024.

Session 1 educational objectives should be aligned with defining risk, identifying risk, assessing risk, managing risk and introductory techniques for critical thinking pertaining to risk management.

2.2.1 NON-CONTIGUOUS TRAINING “HOMEWORK”

The Contractor shall provide participants with a practical exercise “homework” assignment to bridge to session 2 in accordance with the agreed upon course curriculum.

2.3 TASK THREE. Training Session 2

Training session 2 shall be two consecutive days conducted between 11 JAN 2025 and 13 FEB 2025.

Session 2 educational objectives should be aligned with a review of risk associated material introduced in session 1, incorporating risk tolerance into organizational culture, incorporating risk tolerance into strategic planning, and risk tolerance while encouraging innovative solutions by subordinate employees in support of achieving strategic goals.

2.3.1 NON-CONTIGUOUS TRAINING “HOMEWORK”

The Contractor shall provide participants with a practical exercise “homework” assignment to bridge to session 3 in accordance with the agreed upon course curriculum.

2.4 TASK FOUR. Training Session 3

Training session 3 shall be conducted between 07 APR 2025 and 15 MAY 2025.

Session 3 educational objectives should be aligned with a review of material covered in session 2, innovative decision making, leading to desired outcome of a functional long range plan revision to be implemented upon completion of Session 3.

2.4.1 NON-CONTIGUOUS TRAINING “HOMEWORK”

The Contractor may provide participants with a practical exercise “homework” in accordance with the agreed upon course curriculum.

2.5 TASK FIVE. After Action Reviews (AAR) and Survey

At the close of each training session the contractor shall conduct an After-Action Review (AAR) and survey with the participants and provide the response to FEMA. The end of session surveys shall provide both an assessment to analyze the course, material, instructor quality and determine if participants found it relevant to their duties and responsibilities. The post training assessment shall have a primary focus on if the participants have implemented the strategies learned and have or have not found them effective.

2.5.1 END OF TRAINING SESSION AAR AND SURVEY

Upon conclusion of all training sessions the contractor shall conduct an overall AAR and survey then provide the responses to FEMA.

2.5.2 POST TRAINING ASSESSMENT

The contractor shall conduct a 90-day post assessment survey and provide responses with an analysis to FEMA.

3.0 CONTRACTOR PERSONNEL

3.1 Qualified Personnel

The Contractor shall provide qualified personnel to perform all requirements specified in this SOW. The contractor shall provide a facilitated learning style from SMEs with real world experience as government senior leaders or corporate executives, who have planned, led, and executed complex high-risk operations.

3.2 Continuity of Support

The Contractor shall ensure that the contractually required level of support for this requirement is maintained at all times. The Contractor shall ensure that all contract support personnel are present for all hours of the workday. If for

any reason the Contractor staffing levels are not maintained due to vacation, leave, appointments, etc., and replacement personnel will not be provided, the Contractor shall provide e-mail notification to the Contracting Officer's Representative (COR) prior to employee absence. Otherwise, the Contractor shall provide a fully qualified replacement at no additional cost to the Government.

3.3 Key Personnel

Before replacing any individual designated as Key by the Government, the Contractor shall notify the Contracting Officer no less than 15 business days in advance, submit written justification for replacement, and provide the name and qualifications of any proposed substitute(s). All proposed substitutes shall possess qualifications equal to or superior to those of the Key person being replaced, unless otherwise approved by the Contracting Officer. The Contractor shall not replace Key Contractor personnel without approval from the Contracting Officer. The following Contractor personnel are designated as Key for this requirement. Note: The Government may designate additional Contractor personnel as Key at the time of award.

Project Manager
Lead Facilitator
Facilitator(s)

3.3.1 CONTRACTOR KEY PERSONNEL SHALL NOT BE ASSIGNED BY THE CONTRACTOR TO MORE THAN ONE KEY POSITION FOR THIS REQUIREMENT.

3.4 Project Manager

The Contractor shall provide a Project Manager who shall be responsible for all Contractor work performed under this SOW. The Project Manager shall be a single point of contact for the Contracting Officer and the COR. It is anticipated that the Project Manager shall be one of the senior level employees provided by the Contractor for this work effort. The name of the Project Manager, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Project Manager, shall be provided to the Government as part of the Contractor's proposal. The Project Manager is further designated as Key by the Government. During any absence of the Project Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this contract. The Project Manager and all designated alternates shall be able to read, write, speak and understand English. Additionally, the Contractor shall not replace the Project Manager without prior approval from the Contracting Officer.

3.4.1 THE PROJECT MANAGER SHALL BE AVAILABLE TO THE COR VIA TELEPHONE BETWEEN THE HOURS OF 0800 AND 1700 CST, MONDAY THROUGH FRIDAY, AND SHALL RESPOND TO A REQUEST FOR DISCUSSION OR RESOLUTION OF TECHNICAL PROBLEMS WITHIN 08 HOURS OF NOTIFICATION.

3.5 EMPLOYEE IDENTIFICATION

3.5.1 CONTRACTOR EMPLOYEES VISITING GOVERNMENT FACILITIES SHALL WEAR AN IDENTIFICATION BADGE THAT, AT A MINIMUM, DISPLAYS THE CONTRACTOR'S NAME, THE EMPLOYEE'S PHOTO, NAME, CLEARANCE-LEVEL AND BADGE EXPIRATION DATE.

Visiting Contractor employees shall comply with all Government escort rules and requirements. All Contractor employees shall identify themselves as Contractors when their status is not readily apparent and display all identification and visitor badges in plain view above the waist at all times.

3.5.2 CONTRACTOR EMPLOYEES WORKING ON-SITE AT GOVERNMENT FACILITIES SHALL WEAR A GOVERNMENT ISSUED IDENTIFICATION BADGE. ALL CONTRACTOR EMPLOYEES SHALL IDENTIFY THEMSELVES AS CONTRACTORS WHEN THEIR STATUS IS NOT READILY APPARENT (IN MEETINGS, WHEN ANSWERING GOVERNMENT TELEPHONES, IN E-MAIL MESSAGES, ETC.) AND DISPLAY THE GOVERNMENT ISSUED BADGE IN PLAIN VIEW ABOVE THE WAIST AT ALL TIMES.

3.6 Employee Conduct

Contractor's employees shall comply with all applicable Government regulations, policies, and procedures (e.g., fire, safety, sanitation, environmental protection, security, "off limits" areas, wearing of parts of DHS uniforms, and possession of weapons) when visiting or working at Government facilities. The Contractor shall ensure Contractor employees present a professional appearance at all times and that their conduct shall not reflect discredit on the United States or the Department of Homeland Security. The Project Manager shall ensure Contractor employees understand and abide by Department of Homeland Security established rules, regulations and policies concerning safety and security.

3.7 Removing Employees for Misconduct or Security Reasons

The Government may, at its sole discretion (via the Contracting Officer), direct the Contractor to remove any Contractor employee from DHS facilities for misconduct or security reasons. Removal does not relieve the Contractor of the responsibility to continue providing the services required under the contract. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee.

4.0 Other Applicable Conditions

4.1 Security

Contractor access to unclassified, but Security Sensitive Information may be required under this SOW. Contractor employees shall safeguard this information against unauthorized disclosure or dissemination.

4.2 Period of Performance

The period of performance for this contract is one year from the date of award.

4.3 Place of Performance

The primary place of performance will be the Contractor's facilities with frequent visits to the Department of Homeland Security, FEMA, Region 7 at 11224 Holmes Rd. Kansas City, MO 64131.

4.4 Hours of Operation

Contractor employees shall generally perform all work between the hours of 0800 and 1700 CST, Monday through Friday (except Federal holidays).

4.5 Travel

Contractor travel shall be required to support this requirement. All travel required by the Government outside the local commuting area(s) will be reimbursed to the Contractor in accordance with the Federal Travel Regulations. The Contractor shall be responsible for obtaining COR approval (electronic mail is acceptable) for all reimbursable travel in advance of each travel event.

4.6 Post Award Conference

The Contractor shall attend a Post Award Conference with the Contracting Officer and the COR no later than 10 business days after the date of award. The purpose of the Post Award Conference, which will be chaired by the Contracting Officer, is to discuss technical and contracting objectives of this contract and review the Contractor's draft project plan. The Post Award Conference will be held at the Government's facility, located at 11224 Holmes Rd. Kansas City, MO 64131 or via teleconference.

4.7 Project Plan

The Contractor shall provide a draft Project Plan at the Post Award Conference for Government review and comment. The Contractor shall provide a final Project Plan to the COR not later than 15 business days after the Post Award Conference.

4.8 Progress Reports

The Project Manager shall provide a weekly progress report until final course curriculum and training dates are agreed to then the contractor will provide monthly progress report to the Contracting Officer and COR via electronic mail. This report shall include a summary of all Contractor work performed, including a breakdown of labor hours by labor category, all direct costs by line item, an assessment of technical progress, schedule status, any travel conducted and any Contractor concerns or recommendations for the previous reporting period.

4.9 Progress Meetings

The Project Manager shall be responsible for keeping the COR informed about Contractor progress throughout the performance period of this contract and ensure Contractor activities are aligned with DHS objectives. At a minimum, the Project Manager shall review the status and results of Contractor performance with the COR on a monthly basis VIA video conference or telephone.

4.10 General Report Requirements

The Contractor shall provide all written reports in electronic format with read/write capability using applications that are compatible with DHS workstations (Windows XP and Microsoft Office Applications).

4.11 Intellectual Property

It is recommended that you discuss intellectual property matters with your Contracting Officer and a DHS General Law Attorney. The General Law Attorney will involve a DHS Intellectual Property Attorney, as needed.

4.12 Protection of Information

Contractor access to information protected under the Privacy Act is not required under this SOW. If the contractor receives such information the contractor's employees shall safeguard this information against unauthorized disclosure or dissemination in accordance with the law and Government policy and regulation.

Contractor access to proprietary information is not required under this SOW. If the Contractor receives such information the contractor's employees shall safeguard this information against unauthorized disclosure or dissemination in accordance with the law and Government policy and regulation.

4.13 Section 508 Compliance

Pursuant to Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d) as amended by P.L. 105-220 under Title IV (Rehabilitation Act Amendments of 1998) all Electronic and Information Technology (EIT) developed, procured, maintained and/or used under this contract shall be in compliance with the "Electronic and Information Technology Accessibility Standards" set forth by the Architectural and Transportation Barriers Compliance Board (also referred to as the "Access Board") in 36 CFR Part 1194. The complete text of Section 508 Standards can be accessed at <http://www.access-board.gov/> or at <http://www.section508.gov>.

5.0 Government Terms & Definitions

5.1 COR – Contracting Officer's Representative

5.2 DHS - Department of Homeland Security

6.0 Government Furnished Resources

The Government will provide the following property to the Contractor for work required under this contract:

FEMA will provide a meeting space in the Kansas City Metro area appropriate for the needed interactive sessions, ideally a large open-plan conference room and at least two nearby breakout conference rooms.

FEMA will provide A/V equipment as well as all materials needed for the facilitation including flip charts, large poster paper, markers, white boards, Post-It Notes, and other items to be determined in pre-meetings with facilitator.

FEMA will provide administrative support for capturing and assembling summary materials from the sessions and for use to support next steps.

The Government will provide all necessary information, data, and documents to the Contractor for work required under this contract.

The Government will provide copies of the references cited in SOW 1.5 at the Post Award Conference.

7.0 Contractor Furnished Property

The Contractor shall furnish all facilities, materials, equipment, and services necessary to fulfill the requirements of this contract, except for the Government Furnished Resources specified in SOW 2.0 and SOW 6.0.

8.0 Government Acceptance Period

The COR will review deliverables prior to acceptance and provide the contractor with an e-mail that provides documented reasons for non-acceptance. If the deliverable is acceptable, the COR will send an e-mail to the Contractor notifying it that the deliverable has been accepted.

8.1 The COR will have the right to reject or require correction of any deficiencies found in the deliverables that are contrary to the information contained in the Contractor's accepted proposal.

In the event of a rejected deliverable, the Contractor will be notified in writing by the COR of the specific reasons for rejection. The Contractor may have an opportunity to correct the rejected deliverable and return it per delivery instructions.

8.2 The COR will have 10 business days to review deliverables and make comments. The Contractor shall have 10 business days to make corrections and redeliver.

8.3 All other review times and schedules for deliverables shall be agreed upon by the parties based on the final approved Project Plan.

The Contractor shall be responsible for timely delivery to Government personnel in the agreed upon review chain, at each stage of the review. The Contractor shall work with personnel reviewing the deliverables to assure that the established schedule is maintained.

9.0 Deliverables

The Contractor shall consider items in **BOLD** as having mandatory due dates. Items in *italics* are deliverables or events that must be reviewed and/or approved by the COR prior to proceeding to next deliverable or event in this SOW.

ITEM	SOW REFERENCE	DELIVERABLE/EVENT	DUE BY	DISTRIBUTION
1	2.1	Pre-Training Planning Milestones	Solicitation Response	Contracting Officer
2	2.1.1	Available Training Date Schedule	Solicitation Response	Contracting Officer
3	2.1.3	Course Curriculum (If available/applicable)	Solicitation Response	Contracting Officer
4	4.6	Post Award Conference	10 days after award	COR, Contracting Officer, Stakeholders
5	4.6, 4.7	Draft Contractor Project Plan	At Post Award Conference	COR, Contracting Officer
6	4.7	Final Contractor Project Plan	15 day after Post Award Conference	COR, Contracting Officer
7	4.9	Planning Progress Reports	Weekly	COR, Contracting Officer
8	4.9	Administration Progress Reports	Monthly	COR, Contracting Officer
9	2.1.2	Initial Assessment	TBD	All participants
10	2.2.1, 2.2.2, 2.2.3	Non-Contiguous Learn Objective	TBD	All participants
11	2.5	Training Session AAR/Survey Results	10 days post training session	COR, Contracting Officer
12	2.5.1	End of Course Survey Result	10 days post course completion	COR, Contracting Officer
13	2.5.2	Post Training Assessment	100 days post training completion	All participants
14	2.5.2	Post Training Assessment Result	10 days after assessment due date	COR, Contracting Officer