

**National Preparedness Assessment Division (NPAD)**  
**Disaster Services Support Contract**  
**Call Order 28 – Region 4 Hurricane Helene Effort for South Carolina, (DR-4829) and**  
**Tennessee (DR-4832)**  
**Performance Work Statement**

**Purpose**

The purpose of this Performance Work Statement (PWS) is to initiate a Call Order from the Continuous Improvement Program (CIP) Disaster Support Blanket Purchase Agreement (BPA) for disaster support services to support Federal Emergency Management Agency (FEMA) after-action review efforts focused primarily on Region 4, FEMA operations related to Hurricane Helene for DR-4829-SC; DR-4832-TN). This support is anticipated to culminate in the development of no less than three targeted After-Action Review Products (one for each state of SC, and TN). The Call Order (CO) will support efforts to codify best practices, identify areas of improvement and capture strengths and innovations to ensure continuous improvement across field operations, the Region, and the Agency.

FEMA has an imperative to learn from disaster operations and better understand the challenges and successes experienced throughout the execution of FEMA's operational mission. This event presents an opportunity to support the Agency and Regions in capturing and disseminating best practices and lessons learned.

These after-action reviews will serve as a platform to inform overall planning and preparedness efforts, shape strategic planning and future performance metrics, and recommend operational improvements. The after-action review process will be driven by objective collection of qualitative and quantitative evidence, examining root causes, and recommending solutions that are actionable and impactful.

**Background**

CIP is responsible for leading the Agency and Regions' culture of continuous improvement throughout the disaster lifecycle through consistent processes to discover and validate operational areas for improvement, strengths, and potential best practices. CIP also facilitates issue resolution by tracking improvement efforts from Major Declared Disasters, elevating Observations to field, regional, or headquarters programs for action, and frequently sharing information with stakeholders regarding areas for improvement, strengths, and potential best practices derived from disaster operations.

CIP is responsible for leading regional after-action review efforts in coordination with field and regional leadership. The success of the after-action review is not in the generation of a report itself, but in leadership's engagement and support of the implementation of actions to address identified areas for improvement, sustainment of strengths, and codification of best practices. The end products intend to propose deliberate Courses of Action (COAs) at the disaster, within the Region, or at the HQ level to enable a posture that better serves people and communities before, during and after disasters.

This call order is intended to support collection efforts for DR-4829-SC; DR-4832-TN related to Hurricane Helene as well as other similar events. Regional CIP staff may clarify product expectations for products specific to their Region and each Region may provide examples to support their expected deliverable approach for after-action reviews, Quick Look Reports, and other interim products. The final after-action reviews will be in line with CIP national templates, standards, and guidance. Discrepancies will be adjudicated by the Call Order Task Lead, COR, or designee.

## **Scope**

### **Project Dates: 365 days from contract award**

The focus of this CO is to support the activities and development of no less than three targeted After-Action Review Products (one for each state, SC, and TN). and supporting deliverables such as the Leadership in-brief and out-brief. Other related deliverables from similar events of overarching value to the Government to complete FEMA's mission may be situationally included as time and resources allow. These After-Action Review Products are in support of Region 4 major disaster declarations; DR-4829-SC; DR-4832-TN related to Hurricane Helene though other similar disasters and products may be included.

Priorities may include but are not limited to those provided by the FCO and disaster leadership.

Priorities will be determined by the Regional CIP staff in coordination with field and Regional leadership and the Task Lead based upon available resources.

The after-action review process will include planning, research, analysis, interviews, the development of interim findings, briefings, and resolution sessions.

## **Objective**

The objective of this PWS is to provide FEMA with timely and effective evaluation support related to FEMA operations primarily in Region 4, throughout the areas effected by Hurricane Helene and in accordance with the disaster collection priorities. This includes providing objective, process-oriented analysis of what happened, and implementable, experience-based recommendations on how FEMA can improve to meet future events.

## **Tasks**

The contractor shall complete no less than three targeted After-Action Review Products (one for each state of NC, SC, and TN). The contractor shall provide the services necessary to collect information, conduct interviews, analyze inputs from various sources, validate findings, and develop formal products.

The contractor will integrate as part of FEMA's CIP Team in support of Region 4's collection priorities and serve in a variety of roles including planning collections, leading tasks, supporting tasks, providing expertise and insight, conducting interviews, working as part of interdisciplinary teams, conducting analysis and research, and writing drafts of reports. It is the expectation of the

Government that the contractor will take a flexible approach to help CIP achieve the after-action review requirements.

The contractor shall acknowledge receipt of this CO to support Region 4 after-action reviews for disaster operations to the contracting officer or designee via email within one (1) business day of receipt. The contractor shall perform the following tasks in coordination with and under the direction of the Government. Interim products will require varying approaches based on regional requirements.

### **Task 1: Program Management**

- Initiate, execute, and maintain the appropriate project management products, processes, and systems to complete this task and deliverables.
- Develop a Quality Control Plan (QCP) that includes a self-inspection plan for documents, deliverables and processes, an internal staffing plan, and an outline of the procedures the contractor shall use to maintain quality, timelines, and responsiveness for this CO and deliverables. This will be supervised and maintained by Task Lead and COR or designee(s).
- Develop milestone and deliverable schedule including work breakdown structure. Changes to timelines are subject to change depending on circumstances and when all parties agree.
- Conduct regularly scheduled progress reviews and develop reports to assess the status of activities in coordination with the Task Lead, COR, or designee. Each review shall provide insight for this CO into past and projected expenditures, staffing levels, project accomplishments, upcoming milestones, and potential risks. The briefs should identify potential problems and risks while also outlining alternate or recommended solutions.
- COR and Task Lead will be provided copies of all CO deliverables.
- Monthly reports of activities (more often if requested) are required for the COR, Task Lead, or designee consistent with Contract requirements.

### **Task 2: Discovery and Collection**

- Support the determination of after-action review focus areas, priorities, and research questions, to include the incorporation of field and Regional leadership inputs and the National Collection Analysis Priorities (NCAP).
- Support the development of the data collection plan and schedule, including the relevant research methods to collect, analyze, and validate information and data collected from this disaster for development of products as set forth in the CO. Establish the deliverables schedule for each disaster's final After-Action Review and Interim After-Action Review Products. Changes to timelines are subject to change depending on circumstances when all parties agree.
- Conduct interviews, surveys (with required approval), group interviews, focus groups, document review an analysis.

- Support the determination of data sources.
- Research laws, authorities, regulations, standards, policies, procedures, and processes related to data collection.
- Conduct briefings with field and regional leadership in coordination with the Regional CIP staff. Initial briefings and post-collection briefings with field leadership are expected unless specifically declined by leadership. Additional briefings should be provided based upon requests from field or regional leadership.
- Facilitate working groups, and other stakeholder engagement activities, including SLTT engagement as appropriate and approved.

#### **Task 4: Analysis and Validation**

- Perform root cause and process-based analysis on data collected.
- Conduct information coding and information analysis.
- Perform quantitative and qualitative analysis on source data and data obtained from other programs and source data to verify the information collected and provide background, context, and perspective.
- Support validation of findings through interviews, surveys, and other engagements.
- If needed, complete additional data collection beyond what individual data collection has not captured.

#### **Task 5: Product Development**

- Support the development of findings and observations and resulting after-action review interim and final products.
- Coordinate with the applicable Subject Matter Experts to support the validation of observations through relevant subject matter experts and adjudicate their feedback for updates of the report and associated documents.
- Create other communication products as requested by Task Lead, COR, or designee.
- Support the input, tracking, management, and reporting of findings in the approved system of record as well as any applicable communication materials.

#### **Task 6: Finalization of the after-action documents and additional interim products**

Prepare the After-Action Review and similar products for review through applicable incident and operations leadership.

#### **Plan of Action and Milestones**

Table 1 outlines the main milestones as established in this CO with estimated dates of execution and completion.

*Table 1: Deliverables and Milestones*



Activities / Deliverables / Milestones	Description	Estimated Date
<b>Call Order Kickoff Meeting</b>	Call Order kickoff meeting to initiate project.	5 business days from CO award
<b>Call Order Draft PMP</b>	Initial Draft Project Management Plan for CO Execution, including deliverable schedule and work breakdown structure.	Presented at Kickoff Meeting
<b>Call Order Final PMP</b>	Final Draft Project Management Plan for CO Execution, updates and corrections conducted as needed.	Within 10 business days of Kickoff Meeting occurring
<b>Develop Disaster Collection Analysis Plan</b>	Develop the DCAP(s) to finalize priorities and research questions and define the data collection plan, including the detailed schedule and staff assignments.	October 2024
<b>Support Interviews and Collection</b>	Support and conduct interviews with identified disaster and regional personnel, to include in-person deployments.	October 2024-November 2024
<b>Develop interim after-action products</b>	Develop of interim After-Action Review Products, such as leadership briefings	(as time and resources allow)
<b>Analysis, Observation Drafting and Validation with Programs and Region</b>	Analyze data, draft Observations, and conduct validation with housing mission personnel and stakeholders.	November 2024-December 2024
<b>Develop After-Action review products</b>	Support the development of the After-Action Review Products.	November 2024-December 2024
<b>Support After-Action Review Products finalization</b>	Final tasks and clean up for the document to be ready to enter review and concurrence.	December 2024-January 2024
<b>Support the review, adjudication, and clearance processes</b>	Final review of products: formatting, grammar, 508 compliance, etc.	December 2024-January 2024
<b>After-Action Review Products Finalized</b>	Final After-Action Review Products approved, distributed, and posted to approved locations as relevant	January 2024-February 2024
<b>Call Out Close Out</b>	Close out of CO and tasking (occurs when final deliverable approved)	March 2024

### Staffing

This call order requires key personnel including a program manager and task lead. Based on the activities, deliverables, and milestones table above, the team anticipates starting full-time in October-November 2024, and the remainder of the key personnel analysts working full-time from October 2024-December 2024 with limited part-time work continuing for some of the team

as part of the review and validation process. The team is expected to travel to regional disaster sites for data collection and validation, but data collection may be conducted virtually if needed.

The team will be supported by the Contract Project Executive, technical writing and editing, data visualization, graphics, and administrative and logistical support, as well.

*Table 2: Call Order anticipated labor categories, work location, hours for the period of performance, and number of staff in each labor category.*

Labor Category	Task Assignment	Role	Degree	Years of Experience	Hours per Staff	# of Staff
Mid-Level Project Executive-Contr *	Call Order Oversight	Program Manager	Bachelors	15 years	30	1
Sr. SME-C	After-Action Review	SC Lead	HS	20 years	240	1
Senior Project Manager-Contr	After-Action Review	SC Lead	Bachelors	10 years	155	1
Senior Management and Program Analyst	After-Action Review	SC Analyst	Masters	8 years	393	2
Junior Analyst-Contr	After-Action Review	SC Analyst	Bachelors	2 years	250	1
Senior Program Manager-Contr	After-Action Review	TN Lead	Bachelors	10 years	350	2
Senior Program Manager-Gov	After-Action Review	Evaluation	Bachelors	10 years	40	1
Mid-Level Analyst-Contr	After-Action Review	TN Analyst	Bachelors	6 years	258	1
Mid-Level Management and Program Analyst	After-Action Review	TN Analyst	Bachelors	5 years	460	2
Mid-Level Disaster Project Manager - Cntr	All Tasks	Tech Edit	Bachelors	6 years	19	2
Senior Facilitator	All Tasks	Facilitator	Bachelors	10 years	9	1

\* Indicates key personnel

#### **Addendums (These much be attached to every PWS)**

- The contract team will follow all FEMA workforce health and safety guidance, which will include the application of social distancing and telework. Given the continued changing conditions of COVID-19, the contract will need to maintain a flexible stance of availability and capability to work onsite or offsite in support of the CO.
- As available and with the approval of the COR or designee government property in the form of a government issued laptop will be provided for contractor use upon successful security adjudication.
- Mobile devices may be issued to any contractor while on a disaster site for safety/security where lifelines are disrupted for the duration of the time that they are at the disaster site. Mobile devices must be returned to the property custodian of the disaster prior to demobilization. The Task Lead may approve exceptions provided an appropriate justification of need is provided.
- All products and deliverables from this call order including final products, drafts, interview notes etc. are the express property of the government. Permission by contractors to share or distribute this information to media or any outside source requires written approval from the contract officer and agreement from the program (New bullet vetted by OCPO and legal)
- FEMA's SharePoint and files are reserved for active task order work only. If access is needed for another specific purpose, contact the contractor PM, task lead, or COR.