

STATEMENT OF WORK
Technical Support Services Blank Purchase Agreement No. 70FB8022A000000001
Position Task Books (PTB) Program Improvements

I. INTRODUCTION

Government Accounting Office (GAO) Report 20-360 noted that Federal Emergency Management Agency (FEMA) was working towards a plan to communicate employee knowledge, skills, and abilities to field leaders and managers, which was partially dependent on a robust FEMA Qualification System (FQS) process. Position Task Books (PTBs) combine those requirements into measurable tasks and provide documentation to ensure that the FQS process is followed to produce competent response staff. PTBs are the foundation for establishing confidence in responder qualifications and reflect the activities that FEMA is required to conduct when supporting response and recovery operations. In order to maintain responder capabilities, PTBs must occasionally adjust to account for process improvements, disaster response needs, technological advancements, and to ensure life safety for all staff and survivors.

This purpose of this task order is to provide contract support to ongoing efforts for position task book (PTB) development and program improvements that build upon individual analysis of PTB components conducted on the PTB improvements task order awarded in May 2023 as well as other PTB Program improvement initiatives.

II. SCOPE OF WORK

The scope of this task order is the provision of ongoing program improvements support and program administration activity support to include the integrated PTB and curriculum revision cycle, Task to Competency initiative, and programmatic delivery improvements.

III. PERIOD OF PERFORMANCE

Approximately twelve (12) months from the date of award.

IV. PLACE OF PERFORMANCE

The Contractor shall provide on-site support at FEMA Headquarters in Washington, D.C. or the FEMA Incident Workforce Academy in Anniston, AL, as needed. The Contractor shall also provide virtual support using online tools such as Zoom™ or Microsoft Teams™. Tasks may require intervals of continuous and extended hours.

V. GOVERNMENT FURNISHED EQUIPMENT

FEMA will furnish the Contractor with two laptops to perform the requirements of this task order. The Contractor's possession and use of the government furnished equipment shall be in accordance with Federal Acquisition Regulation (FAR) 52.245-1.

VI. SPECIFIC REQUIREMENTS

A. Key Personnel

Key Personnel shall meet or exceed the qualification standards specified in the underlying Blank Purchase Agreement (BPA). Key Personnel include the following:

- Program Manager III
- Deputy Program Manager
- Project Manager III

B. Support Personnel

Support personnel shall meet or exceed the qualification standards specified in the underlying BPA. Support personnel include, but are not limited to the following:

- Senior Consultant III
- Senior Analyst III
- Analyst III
- Reports Specialist III
- Secretary/Clerical III
- Senior Subject Matter Expert III

C. Task Management

- The Contractor shall ensure that the following requirements, at a minimum, are satisfied throughout the life of the contract:
 - Technically proficient and professionally capable Contractor personnel maintained throughout the life of the contract. The Contractor personnel must work collectively and professionally with FEMA staff. The Contractor personnel must maintain knowledge of WDD and FQS business processes.
 - Personnel turnover is minimized to the maximum extent possible and individuals are motivated to achieve excellent performance.
 - Schedule requirements are met or exceeded to support aggressive deployment schedules.
 - The quality of the products and services provided under this contract is continually monitored throughout the life of the contract.
- The Contractor shall ensure that all tasks are performed in an efficient, accurate and timely manner, in compliance with the requirements of this document and project work plans.

D. Status Meetings

The contractor shall meet with the COR, Project Manager, or Technical Monitor (TM) upon request to discuss task order/work plans and exchange information. Additional meetings identified in the work plan will take place as scheduled.

E. Activities and Tasks

The Contractor shall perform the following activities and tasks:

Task 1- Project Management Plan

- Support project scoping, development, and execution of the project management plan (PMP) and all associated timelines to achieve all tasks, milestones, and intended outcomes. Provide monthly feedback on funds invoiced and funds remaining.

Task 2 – Communications Plan

- Develop a communications plan outlining the methods and processes for communicating with stakeholders.

Task 3 – Technical Assistance

- Provide cadres with on-call technical assistance to develop and revise PTBs, ensuring task requirements and performance standards reflect positions' actual skills and functions.

Task 4 – PTB Analysis

- Refine the analysis of the relevance and effectiveness of all PTB components, to include behaviors, competencies, tasks, and indicators; inform effectiveness of PTB implementation during skills validation efforts, to include Coach & Evaluator and Qualification Review Board processes; and conduct review and analysis of relevant materials from other qualification systems, as needed.

Task 5 – PTB Task to Competency

- Support the planning, development, testing, and implementation of PTB Tasks to Competencies to include the Beta testing of the competency model on-site during a live training event, ensuring that the model is practical and effective.
- Facilitate a BETA testing of an IM Series Course delivery at FIWA based on the developed Competency definitions, indicators, and assessment rubric BETA strategy will include a minimum of 3 specific cadre positions.
- Provide on-site support during the live training event with the minimum presence of subject matter expertise (SME) to guide and facilitate the testing process.
- Support administrative and feedback documentation, ensuring all aspects of the testing are recorded accurately and efficiently.
- Facilitate the development of a detailed post-delivery analysis to evaluate the outcomes and effectiveness of the competency model.
- Update and publish a complete implementation plan that outlines the steps needed to integrate the PTB Tasks to Competency transition successfully using the integrated PTB and curriculum revision cycle.
- Ensure PTB revisions are consistently coordinated with curriculum updates, aligning with FEMA priorities.
- Establish a seamless and cohesive approach to Training and Competency development, that enhances the overall effectiveness and alignment of organizational objectives.

Task 6 – Integrated PTB and Curriculum Revision Cycle

- Provide direct support for the implementation of an integrated PTB and curriculum revision cycle, ensuring alignment and coordination between PTB revisions and curriculum updates.
- Ensure all stakeholders, including cadres, program areas, and regional partners, understand WDD's standards and expectations for PTBs with clear communication and dissemination of relevant information.
- Establish a robust process for collecting feedback from all stakeholders during PTB revisions to ensure continued improvements and successful integration of tasks to competencies in PTBs.
- Develop a system for tracking best practices identified during PTB revisions, ensuring these practices are documented and disseminated for future reference.
- Assist FQS efforts to administer skills validation activities through the Coach and Evaluator Program and the Qualification Review Board.

Task 7 – Administrative

- Provide Subject Matter Experts (SMEs) with appropriate and practical field expertise from specific disciplines/communities of practice across the mitigation, response, and recovery mission areas for FQS and its practitioner groups. Selection and utilization of SMEs will be determined by the specific documents to be developed, analyzed, and/or adjudicated following receipt of comments from internal and/or external stakeholders, as determined by the Government during the period of performance.
- The Contractor shall also assist the Government with assessing and filling any gaps in SME support in order to ensure appropriate SME representation in the development of comprehensive and functional documents and products.
- Develop memos, directives, policy changes, tools, guidance, and web-based technology.
- Provide communications support as appropriate, in accordance with the approved implementation plan.
- Provide technical writing, formatting, and editing of communication materials, position task books, and other documents as needed. Content development and technical writing shall consider relevant and existing standards, regional/cadre differences, best practices, and emerging technologies.
- Assist with the management and maintenance of an existing government-operated shared virtual workspace for document management and access to all individuals required.
- Assist with the development, coordination, editing, and publishing of digital content related to PTBs and FQS-related documents on internal, mobile, and Agency-facing information management systems and/or websites.
- Support implementation of recommendations using policy, doctrine, guidance, tools, communications strategy.

- Support rollout activities of position task books and other FQS-related products, as directed by the WDD Program Office, such as assistance with the development and production communication tools, socialization with stakeholders to include regions, cadres, program areas, and FEMA leadership, and other outreach support formalizing the intent moving forward. Additional activities may include the development and preparation of briefing slides, charts, briefing books, talking points, agendas, and information and decision papers.
- Review and analyze feedback on prior FQS products, and based on the analysis, support the development of supplemental guidance and templates to aid in program implementation, which may include, but is not limited to:
 - Job Aids: Briefing materials, templates, forms, talking points, spreadsheets, timelines, charts, graphs, and briefing evaluation sheets.
 - Supporting Guides and Tools: Support efforts in building a qualified emergency management workforce with program policy and guidance, PTBs, training materials, and other supporting materials.
- Schedule, facilitate, and take notes for meetings that support the PTB Program. This may include locating and acquiring conference rooms as meeting space; technical, logistical, and coordination assistance for virtual and live meetings; and virtual facilitation using Information Technology (IT) platforms such as Zoom™ or Microsoft Teams™. Note-taking support may include any meetings relating to the tasks outlined in this statement of work and include preparation of meeting minutes or memorandums for record which identify major issues addressed, actions assigned to attendees, and any outstanding issues requiring resolution. The Contractor shall provide meeting minutes documents within three business days after a virtual or live meeting.
- Provide quality assurance / quality control (QA/QC) assistance with the implementation and execution of effective QA/QC processes and technical edits on all final documents to ensure proper formatting, grammar, and accessibility (508 compliant). FEMA will provide style guide standards. All documents shall be accessible and free of error prior to review by cadres, program areas, and FEMA Regions, within reason.
- Provide other administrative support as necessary to ensure successful implementation of the PTB Program.

F. Deliverables

Deliverables listed below, and further detailed in the corresponding tasks above, shall include, but are not limited to:

Deliverable	Task No.	Distribution	Due Date
Project Management Plan	1	COR, CO	Within 14 calendar days after kickoff meeting
Communications Plan	2	COR, CO	Within 45 calendar days of task order award
PTB Effectiveness Analysis	4	COR, CO	Within four months of Task order award
Develop 3 cadre position alignment of the competency model with 3 specific competencies to support the live BETA test.	5	COR	On or before the expiration of the task order
Develop a BETA strategy for 3 cadre position PTB during the Incident Management 3 (IM 3) training	5	COR	On or before the expiration of the task order
Documentation of the competency model and integration process.	5	COR	On or before the expiration of the task order
Update Implementation plan, that aligns with the integrated PTB and curriculum revision cycle as needed based on BETA results	5	COR	On or before the expiration of the task order
Update supporting materials as appropriate based on BETA input and assessment.	5	COR	On or before the expiration of the task order
Support/Facilitate in person live BETA testing of Competency model of 3 cadre position during live training event.	5	COR	On or before the expiration of the task order
BETA test Post-delivery analysis report with	5	COR	On or before the expiration of the task order

recommendations for improvement.			
Complete 1 Cadre Position PTB task to competency update in line with the PTB Integrated Curriculum Revision process with supported process materials by the end of the period of performance	5	COR	On or before the expiration of the task order
Provide comprehensive documentation detailing the integrated PTB and curriculum revision process to ensure effective communication and understanding of WDD's standards and expectations among all stakeholders.	6	COR	On or before the expiration of the task order
Develop a structured process for collecting and analyzing feedback from stakeholders during PTB revisions.	6	COR	On or before the expiration of the task order
Develop a system for tracking and sharing best practices identified during PTB revisions.	6	COR	On or before the expiration of the task order
Documentation and support materials for administering skills validation activities through the Coach and Evaluator Program and the Qualification Review Board.	6	COR	On or before the expiration of the task order
Contractor Activities Status Report	7	COR	Monthly; Actual dates to be determined by COR after task order award

Transition Plan	7	COR	90 calendar days prior to task order completion date
Final Comprehensive Report of Contractor Activities	7	COR	21 calendar days prior to task order completion date

VI. Kick-Off Meeting / Project Plan

The Contractor shall meet with the Contracting Officer, COR and TM within seven calendar days after award of the task order for a kick-off meeting.

The Contractor shall provide a written Project Plan and Schedule within 14 calendar days after the kickoff meeting.

VII. Transition Out

The Contractor shall facilitate the accomplishment of a seamless transition to an incoming Contractor / Government personnel at the expiration of the Task Order. The Contractor shall provide a Transition-Out Plan no later than ninety (90) calendar days prior to the expiration of the Task Order which identifies how it will coordinate with the incoming Contractor and/or Government personnel to transfer knowledge regarding the following:

- Project management processes
- Points of contact
- Location of technical and project management documentation and records
- Status of ongoing technical initiatives
- Appropriate contractor to contractor coordination to ensure a seamless transition
- Transition of key personnel
- Identify schedules and milestones
- Identify actions required of the Government

The Contractors shall establish and maintain effective communication with the incoming Contractor/ Government personnel during the transition process.

VIII. Contractor Performance Measures

Performance Measures	Required Outcomes	Standards for Excellence	Minimum Acceptable Levels	Surveillance Methods
The contractor shall produce an acceptable Work Plan that meets the requirements of the statement of work within the timeframe required.	The contractor shall produce an acceptable plan that clearly demonstrates achievable results within the timeframe indicated in the statement of work.	The contractor shall produce an acceptable plan that clearly demonstrates achievable results and exceeds expectations within a shorter timeframe than what is indicated in the statement of work.	The contractor produces an acceptable plan that meets the requirements of the statement of work within the timeframe required.	Review and acceptance of the work plan.
Internal systems and controls to ensure quality products and services.	Deliverables contain only minor technical errors and are effective for intended purposes. Materials are delivered on time and contain all pertinent information.	Contractor's QA process prevents any technical errors in deliverables. All materials including documents, plans and reports are submitted prior to due date, are clear, well-organized, contain all pertinent information and provide innovative approaches or solutions. Invoices are supported by appropriate documentation.	All products are generally technically correct and generally appropriate for target audience. Draft deliverables are acceptable or require only minor revisions. All reports are submitted on time and contain the information specified by contract.	100% review of all deliverables, technical review of draft materials. Detailed review of reports and invoices.
Acceptable deliverables that meet the requirements of the statement of work within the timeframe required.	The contractor shall produce deliverables that meet the requirements outlined in the SOW and discussed at the kick-off meeting.	The contractor shall produce deliverables that exceed expectations outlined in the SOW and discussed at the kick-off meeting, and in a timeframe shorter than indicated in the SOW.	The contractor produces acceptable deliverables that meet the requirements of the statement of work within the timeframe required.	100% review of all final deliverables.