

Statement of Work

TSS – Cadmus-Jacobs Blanket Purchase Agreement (70FB8022A00000001)

I. Introduction

The objective of this project is to conduct an Incident Management Assistance Team (IMAT) assessment.

FEMA's IMATs are rapidly deployable assets that provide the federal government's initial coordination and response capability prior to and in the immediate hours following a serious incident. Established in the Post-Katrina Emergency Management Reform Act, IMATs are designed to remain onsite through the stabilization of an incident and effectively transition responsibilities to follow-on personnel to reconstitute for subsequent missions. IMATs collaborate with state, local, tribal, and territorial partners as well as other federal agencies to implement the National Response Framework. This collaboration includes tasking and coordination with Emergency Support Functions in preparedness, disaster response, and National Special Security Events (NSSEs).

FEMA maintains four national IMATs and one collateral national IMAT to supplement the other national teams, and 13 regional IMATs geographically located within all 10 regional headquarters. National teams are trained for Level I events (requiring an extreme amount of federal assistance for response and recovery efforts) and regional teams are trained for Level II events (requiring a high amount of federal assistance). Both national and regional IMATs maintain partnerships across all levels of government. Given the broad national footprint of IMATs, FEMA has experienced challenges ensuring consistency across teams and setting standardized performance expectations, criteria, and metrics to uniformly evaluate teams or the progress of the programs.

II. Scope

The objective and goals of this project are to take an Opportunity to Review, Standardize, and Improve the IMAT Program. As part of a biennial review, FEMA has an opportunity to conduct a broader, holistic program review, collecting and assessing requirements across IMATs, identifying expectations for operations and readiness, determining an optimal set of standards, and developing an implementation plan to close gaps and mature capabilities. To ensure consistency in IMAT delivery, while working with the unique complexities of each Region, FEMA will develop a program review to:

- Gain consensus and standardize the definition of IMATs and the roles and responsibilities of the IMAT members.
- Analyze what resources, funding, and structure are needed to support the IMAT program through career progression and process, and for teams to stabilize an incident and complete the mission.
- Identify standard expectations across teams and establish performance criteria and metrics to determine and measure success in the field.
- Identify gaps in current capabilities against newly established IMAT performance criteria and metrics; and
- Develop recommendations to address gaps in current capabilities and improve, capture, and track the program activities and progress.

This effort will assist the IMAT program in establishing its own standard capabilities, criteria, and metrics across teams. This effort will align with related efforts in FEMA's Office of Policy and Program Analysis (OPPA) and the Field Operations Directorate, establishing a sound methodology and metrics for consistent IMAT programmatic evaluation and improvement for the Field Leadership Directorate.

III. Key Personnel

To perform the requirements of this Task Order, the Contractor must provide the professional skillsets to support the outlined tasks and activities. Additionally, the Contractor shall not replace the Assigned Key Personnel without prior approval from the Contracting Officer. FEMA anticipates the following labor categories will be designated as Key Personnel to support FLD-IMAT Division under this requirement:

Key personnel include:

- Program Manager III
- Deputy Program Manager III
- Senior Consultant III
- Senior Subject Matter Expert III
- Senior Analyst III
- Facilitator III

Support personnel include:

- Analyst III
- Reports Specialist III
- Technical Writer/Technical Editor III
- Secretary/Clerical III

IV. Place of Performance

Work will be performed at Contractor Facilities and FEMA Headquarters. Onsite support may require remote access as requested by the government.

The Contractor will be required to attend frequent meetings and planning sessions for coordination and planning purposes. Primary work location:

Federal Emergency Management Agency Headquarters
500 C St SW, Washington DC 20472

V. Task Management

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.

VI. Status Meetings

The contractor shall meet with the COR, Project Manager, or Technical Monitor (TM) and required government staff members upon request to discuss task order/work plans, project plans, and exchange information. Weekly status meetings maybe required by the government during ongoing projects. Additional meetings identified in the work plan will take place as scheduled.

VII. Activities and Tasks**A. IMAT Program Assessment**

1. **IMAT Program Assessment:** Develop an approach to conduct a program assessment of the current state of IMATs and their ability to rapidly deploy assets that provide initial coordination and response capability. Facilitate initial kick off meeting with COR and IMAT Division staff, conduct outreach, facilitate workgroups, and build consensus across teams and related programs and stakeholder groups. The analysis and evaluation may include, but not be limited to:
 - a. What is an IMAT?
 - b. What do the teams do?
 - c. What should the teams do?
 - d. What are the standard expectations across teams for readiness, deployment, and operations?
 - e. What is needed to enhance IMAT delivery and augment response capability (e.g., resources, funding, and structure)?
 - f. What do teams need to do in the field to be successful?
 - g. What are shortfalls and limitations preventing teams from being successful?
2. **Program Standards, Metrics, and Benchmarking:** Building from the IMAT Program Assessment, establish a methodology and workgroups to develop standardized performance criteria and establish benchmark metrics across all IMATs. Conduct an evaluation against the benchmarks to understand where the gaps currently exist and identify a pathway to meeting the benchmarks. In addition to the analysis, support includes facilitation for stakeholder engagement (working groups, listening sessions, etc.) and the development of related summaries and decision support products.
3. **Report and Recommendations:** Develop a report on the program assessment, benchmarking, and evaluation, to include recommendations for addressing gaps in current capabilities. The recommendations will require working with stakeholders to develop key suggestions for future actions to address the findings of the report.
4. **General Communications, Coordination, and Programmatic Product Support:** Provide general support to the development of various communications, coordination, and decision support products. This may include the development of stakeholder coordination products, briefings, summary of conclusions, meeting notes, socialization and rollout briefing materials (e.g., fact sheets, one-pagers, talking points, memos), or other related products.

B. IMAT Deployment Analysis & Tracking

1. **Methodology and Metrics:** Develop a standardized methodology and metrics for tracking the deployment of Regional and National IMATs.
2. **Analysis and Tracking:** Conduct a historical analysis of the deployment of Regional and National IMATs for a period to be determined in consultation with program staff. Develop tools to track and record the deployment of Regional and National IMATs in the future.

VIII. Deliverables

Deliverables are listed below and detailed in the separated corresponding activities and tasks above. Deliverables shall include but are not limited to:

A. General

1. Project Management Plan and Schedule

B. IMAT Program Assessment, Analysis, and Report

1. IMAT Program Assessment based on developed methodology, criteria, benchmarking, and evaluation
2. Summary Report of IMAT Program Performance Criteria, Benchmarks, Assessment Performance, and Recommendations

C. IMAT Deployment Analysis & Tracking

1. Summary Report of Historical Analysis of Regional and National IMAT Deployment
2. Sustainable and effective dashboard built on compliant data-analytics software

VI. Kick-Off Meeting / Project Plan

The contractor shall meet with the Contracting Officer, COR and TM within 7 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. Period of Performance

The period of performance is the date of award plus 12 months.

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	The contractor shall produce an acceptable plan that clearly demonstrates achievable results	The contractor shall produce an acceptable plan that clearly demonstrates achievable results and exceeds expectations	The contractor produces an acceptable plan that meets the requirements of the statement of	Review and acceptance of the work plan.
Performance Measures	Required Outcomes	Standards for Excellence	Minimum Acceptable Levels	Surveillance Methods
within the timeframe required.	within the timeframe indicated in the statement of work.	within a shorter timeframe than what is indicated in the statement of work.	work within the timeframe required.	

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.