

**STATEMENT OF WORK
FOR
FEDERAL EMERGENCY MANAGEMENT AGENCY
NATIONAL CONTINUITY PROGRAMS (NCP) PROGRAM AND MISSION SUPPORT
SERVICES (PAMSS)**

November 18, 2011

1.0 GENERAL

1.1 SCOPE

The Federal Emergency Management Agency (FEMA) has a requirement for Contractor support to assist FEMA's National Continuity Programs (NCP) with program and mission support services. Work to be performed by the Contractor will be in support of the NCP programs identified in Section 1.2 Background, and may fall within one or more of the following Task Areas, which are further defined in Section 4.0 of this Statement of Work:

- Administrative Support
- Test, Training and Exercise Programs
- Software, Systems, and Telecommunications Engineering and Support
- First Responder Partnership Initiative
- Audit Support
- Financial and Internal Controls
- Property Management Support
- OMB 300 Support
- Acquisition Support
- Outreach Support
- Professional Support/Subject Matter Expertise

The Contractor's performance under this contract shall be in an advisory and assistance capacity to the Government, and shall not include any inherently governmental functions. The Contractor shall submit all work products in draft for review and approval by appropriate Government personnel prior to preparation and issuance in final, in accordance with the contract. The Government will make all final determinations and decisions after a critical and close review of the Contractor's work product and reasons/basis for the Contractor's recommendations. The Contractor shall not represent itself as FEMA to outside parties. To maintain public trust, Contractor employees shall identify themselves as FEMA Contractors at the onset of any communications with internal and external parties.

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1.2 BACKGROUND

NCP serves as the focal point for FEMA activities involving Continuity of Operations (COOP), Continuity of Government (COG), Integrated Public Alert and Warning (IPAWS) and Contingency Programs (Readiness). NCP is the lead agent for the Federal Executive Branch concerning continuity of operations. In support of its mandate, NCP develops and promulgates standards and guidance for Executive Branch departments and agencies on a broad range of continuity topics, such as preparation and implementation of Continuity of Operations, Continuity of Government and Contingency Programs and national-level exercises.

NCP's mission is to serve the public by protecting the Nation's constitutional form of Government by helping to minimize the disruption of essential Government operations under any event. NCP leads the development of applicable plans and programs to provide emergency communication, logistics, and operations support to the public, Federal, State, territorial, tribal, and local governments in all hazard situations.

NCP's mission is structured by the Front Office and five additional components:

- **Front Office:** Ensures overall day-to-day and long range mission objectives are accomplished as part of the overall NCP mission. This entails ensuring the FEMA Administrator has the capability to lead continuity efforts as part of a comprehensive response effort across the Federal Government under all conditions and while maintaining a Common Operational Picture (COP). The Front Office supports interagency continuity efforts in a Federal continuity environment by assisting other Departments and Agencies (D/As) in maintaining their continuity plans through planning guidance, training, exercises, and assessments, ensuring all levels of government can execute their essential functions under all conditions. Additionally, the Front Office coordinates support for Federal Executive Branch (FEB) reconstitution.
- **Operations Division:** The Operations Division is responsible for ensuring that the DHS Secretary and FEMA Administrator have the ability to advise the President and implement the plans and programs of the Federal government for continuity of government. The Operations Division provides a single point-of-contact for assessing and implementing continuity plans across the Federal Executive Branch during an event that could potentially threaten the national security of the United States by threatening the Federal Executive Branch's ability to provide essential services to the public. Before, during, and after an event, this division is responsible for analyzing the ability of Federal Departments and Agencies (D/As) to perform their essential functions; monitoring and assessing the status and operational capabilities of individual and collective D/As; developing and formulating courses of action for Secretary and Administrator consideration to restore Federal Executive Branch essential functions; coordinating implementation of courses of action; monitoring and tracking the implementation of

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chosen courses of action; and providing continual updates on the strategic relocation of government activities.

The Federal Emergency Management Agency (FEMA)/Protection and National Preparedness Office established the Continuity Readiness Cell (CRC) within the Operations Division, National Continuity Programs (NCP). As part of a coordinated Federal Executive Branch effort, the CRC offers the Secretary of Homeland Security, the FEMA Administrator, and other senior leaders and decision-makers with an operational level focused upon executive branch continuity, to include issues and readiness capabilities required to ensure the continuation of the eight National Essential Functions and Federal D/A Primary Mission Essential Functions (PMEFs) in an all-hazards environment.

Other efforts of the Operations Division include initiatives such as Operation Rendezvous (OPRON), Task Force Rendezvous, the development and integration of the Federal (and Mutual Aid) Emergency Response Official (F/ERO) Repository system, National Security Special Event (NSSE) contingency support, disaster relief, and humanitarian assistance contingency support. Additional efforts of the Operations division include Geospatial Information Systems (GIS), Blue Force Situational Awareness (BFSA), Continuity Analysis, and Command, Control, Communications and Computing (C4).

- **Continuity of Operations (COOP) Division:** The Continuity of Operations (COOP) Division leads FEMA's effort to ensure comprehensive and consistent COOP preparedness across Federal, State, territorial, tribal, and local governments. To ensure that governments at all levels can continue to perform their essential functions in support of the American people, the COOP Division develops, promulgates, and delivers a variety of products tailored to the needs of these governments. The division coordinates the integration of Continuity preparedness capabilities and provides consistent Continuity planning guidance and assistance to continuity planners in identifying their essential functions. Additionally, it supports these planners in developing the capabilities for the continuance of those essential functions in response to all hazards for the Federal Executive Branch, States, Territories, tribal nations, and local government jurisdictions.

Throughout the United States, the COOP Division develops and promulgates continuity directives and guidance for the Federal Government in the form of directives and requirements, and to our non-Federal partners in the form of guidance. At all levels of government, it also provides Continuity outreach; develops, updates, and provides an extensive training and certification program, develops and provides valuable Continuity workshops and exercises; and provides Continuity program assessments to the President of the United States, elected officials, and agency heads that enable them to make program improvements. This Division also coordinates Federal Executive Branch efforts to develop and improve Continuity capabilities throughout the interagency community, with a focus on always maintaining the ability of all Federal Departments and Agencies (D/As) to perform the eight National Essential Functions through the performance of

their individual Mission Essential Functions and Primary Mission Essential Functions. Lastly, the Division leads the management and implementation of the FEMA HQ, FEMA Regions, and other FEMA Component Continuity Programs, ensuring FEMA's readiness to perform its essential functions during any Continuity event.

- **Readiness Division:** NCP's Readiness Division provides a wide array of continuity communications capabilities which are designed to minimize the disruption of essential operations during all hazard events. These capabilities support and/or interface with other programs and systems to include the Department of Defense and the intelligence community. The unprecedented scope and scale of these capabilities require careful planning and management to satisfy evolving objectives, maintenance of current and legacy equipment, business rules and policies, stakeholder and security requirements as well the larger national security/emergency preparedness landscape in which these capabilities must operate.
- **Integrated Public Alert and Warning System (IPAWS):**
The Integrated Public Alert and Warning Support (IPAWS) program vision is Timely Alert and Warning to American People in the preservation of life and property. The IPAWS program goals are; to create and maintain an integrated interoperable environment for alert and warning; make alert and warning more effective; and to strengthen the resilience of IPAWS infrastructure. Through development and adoption of information standards, interoperable and integrated systems development, deployment and sustainment, and education, training and outreach to the broad alert and warning community of interest, the IPAWS program is significantly enhancing alert and warning information delivery to the American public during times of crisis. The IPAWS program office is tasked with implementing and sustaining the alert and warning system.

The IPAWS program management office identifies organizes and oversees all projects necessary to accomplish the IPAWS vision and mission across all phases of the systems development lifecycle and acquisition management frameworks. The program and projects are managed in accordance with appropriate DHS engineering and acquisition policies and best practices. Program and project reporting is developed and maintained per the federal budget process cycle and performance measurement instruments.

The IPAWS program office manages multiple major and minor projects. The current major projects are:

- **IPAWS OPEN:** The IPAWS Open Platform for Emergency Networks (OPEN) is currently deployed in a FEMA data center, and is undergoing upgrades under a FEMA information technology contract. The IPAWS OPEN alert aggregator and gateway enables authenticated public safety officials to distribute emergency alert messages to the American people over multiple communications media simultaneously. IPAWS OPEN interfaces to the Emergency Alerting System, the Commercial Mobile Alerting System, National Weather Service alerting systems,

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internet applications and services, and other public alerting communications systems.

- Primary Entry Point (PEP) expansion and retrofit, operations and maintenance: FEMA has partnerships with radio stations that act as primary entry points in receiving alerts and warnings from FEMA and relaying them to other stations. FEMA is currently adding new stations to the program and enhancing the capability of existing stations in the program.
- IPAWS Standards: FEMA works with other organizations, including the DHS Science and Technology Directorate, the National Institute of Standards and Technology (NIST) and Alliance for Telecommunications Industry Association (ATIS)/ Telecommunications Internet Association (TIA) to develop standards for alert and warning. FEMA uses the Common Alerting Protocol (CAP) for sending alerts through the IPAWS OPEN system.
- Commercial Mobile Alerting System (CMAS): The CMAS is a public-private partnership that provides emergency alerts, authenticated through IPAWS OPEN, to participating cellular providers for delivery to cellular devices in a danger zone.
- Testing and alert and warning technology inventory: IPAWS tests new technologies in Federally-owned or Contractor-owned labs. IPAWS also performs development, internal verification and validation, operational, and utility testing, assessments and exercises of all components in the IPAWS architecture.
- Outreach: IPAWS conducts outreach activities to all stakeholder groups in the alert and warning community of interest and the general public. IPAWS accepts numerous speaking engagements at conferences for broadcasters, public safety officials, and emergency managers. IPAWS also brings a booth to many of the conferences, and does demonstrations of alerting technology, both at conferences, and other pre-arranged events.
- **Mount Weather Emergency Operations Center (MWEOC):** The Mt. Weather Emergency Operations Center (MWEOC) is a 564-acre Department of Homeland Security facility approximately 64 miles west of Washington, DC. MWEOC provides the infrastructure necessary to support COOP, Incident Management, classified programs, and other all hazards activities for multiple Federal Executive Branch Departments/Agencies (D/As). For example, MWEOC hosts the DHS/FEMA HQ COOP site as well as providing space for use by several D/As for their storage, offices, and operations. MWEOC also supports a variety of disaster response and continuity missions. In addition, MWEOC provides operational space for and maintains the capability to coordinate, track, and synchronize the relocation of key leadership and staff from the DHS and FEMA Emergency Relocation Groups (ERG) members to perform their essential functions. ERG members serve as emergency personnel responsible to perform their Agency mission essential functions.

1.3 CONTRACTOR PERSONNEL

1.3.1 Project Manager: The Contractor shall provide a Project Manager who shall be responsible for all Contractor work performed under this SOW. The Project Manager is further designated as Key Personnel by the Government, and subject to the conditions of the clause entitled Key Personnel.

1.3.1.1 The Project Manager shall be a single point of contact for the Contracting Officer and the Contracting Officer's Technical Representative (COR). It is anticipated that the Project Manager shall be one of the senior level employees provided by the Contractor for this work effort. 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.

1.3.1.2 The Project Manager shall be available to the COR via telephone between the hours of 0800 and 1700 EST, Monday through Friday, and shall respond to a request for discussion or resolution of technical problems within 24 hours of notification.

1.3.1.3 The Project Manager shall possess the following minimum education and experience:

- Bachelor's Degree plus 10 years of relevant experience
- PMP certification or equivalent
- Security Clearance at the TS level

1.3.2 Task Managers: The Contractor shall Task Managers for Project Manager who shall be responsible for all Contractor work performed under individual Task Orders issued this SOW. Task Managers may be designated as Key Personnel by the Government at the time Task Orders are issued, and shall also subject to the conditions of the clause entitled Key Personnel, if so designated.

1.3.2.1 The Task Manager shall be a single point of contact for the Contracting Officer and the Task Order Contracting Officer's Technical Representative (COR) for the Task Order to which they are assigned. During any absence of the Task Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under that Task Order. The Task Manager and all designated alternates shall be able to read, write, speak and understand English.

1.3.2.2 The Task Manager shall be available to the COR via telephone between the hours of 0800 and 1700 EST, Monday through Friday, and shall respond to a request for discussion or resolution of technical problems within 24 hours of notification.

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1.3.2.3 The Task Manager shall possess the following minimum education and experience:

- Bachelor's Degree plus 5 years of relevant experience
- Security Clearance, if specified at the Task Order level

1.3.3 Personnel Qualifications: The Contractor shall provide qualified personnel to perform all requirements specified under this Contract. Specific qualification requirements and additional key personnel requirements may be specified at the Task Order level.

1.3.4 Employee Identification The Contractor shall comply with the requirements for Employment Eligibility Verification (Jan 2009), FAR 52.222-54. Contractor employees visiting Government facilities shall wear an identification badge that, at minimum, displays the Contractor 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. Contractor personnel with access to the FEMA network shall identify their Contractor status and Contractor name in their e-mail signature block, and shall identify themselves as Contractor personnel in any telephone communications or voice mail.

1.3.5 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 military 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, the Department of Homeland Security or the Federal Emergency Management Agency.

1.3.6 Removing Employees for Misconduct or Security Reasons. The Government may, at its sole discretion, direct the Contractor to remove any Contractor employee from FEMA facilities for misconduct or security reasons. Removal does not relieve the Contractor of the responsibility to continue providing the services required under this contract. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee.

1.4 SECURITY

Contractor access to classified information is required under this contract. Several on site Government locations in which work under the Contract is to be performed include areas authorized for TOP SECRET/SCI materials and restricted to protect LIMITED

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DISTRIBUTION information. Therefore, Contractor personnel working tasks under this Contract, which specify the need for a Top Secret security clearance, must possess a final U.S. Government TOP SECRET clearance based on a current Single Scope Background Investigation at the time of contract award. Personnel security requirements, other than the Project Manager specified above, will be specified at the Task Order level.

1.4.1 Deliverables produced under this Contract shall be classified in accordance with security classification instructions and procedures provided by the COR. A current DD Form 254, Contract Security Classification Specification, must be on file with FEMA's Industrial Security Officer prior to award of the Contract. The Contractor shall meet and comply with all applicable physical, personnel, industrial, and other security requirements outlined in:

- a. DD 254
- b. DHS MD 4300A Sensitive Systems Handbook, Version 5.5, September 30, 2007
- c. Federal Information Security Management Act of 2002 (FISMA)
- d. NIST Special Publication 800-37 May 2004
- e. Homeland Security Presidential Directive/Hspd-7 Critical Infrastructure Identification, Prioritization, and Protection, Dec 17, 2003.
- f. FAR 52.204-2 Security Requirements

1.4.2 Documents generated that are related to this project shall include, as a minimum, the protective footer marking, "(FOUO) For Official Use Only," unless otherwise directed by the Government.

1.4.3 The Contractor will require access to:

- a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION - YES
- b. RESTRICTED DATA - YES
- c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION - NO
- d. FORMERLY RESTRICTED DATA - YES
- e. INTELLIGENCE INFORMATION
SENSITIVE COMPARTMENTED INFORMATION - YES
NON SCI - YES
- f. SPECIAL ACCESS INFORMATION - NO
- g. NATO INFORMATION - NO
- h. FOREIGN GOVERNMENT INFORMATION - NO
- i. LIMITED DISSEMINATION INFORMATION - YES
- j. FOR OFFICIAL USE ONLY - YES
- k. OTHER (TO BE FILLED IN) - NO

In Performing this Contract, the Contractor will:

- a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT FACILITY - NO

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- b. RECEIVE CLASSIFIED DOCUMENTS ONLY - NO
- c. RECEIVE AND GENERATE CLASSIFIED MATERIAL - YES
- d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE - YES
- e. PERFORM SERVICES ONLY - NO
- f. HAVE ACCESS TO U.S. CLASSIFIED INFORMATION OUTSIDE THE U.S. PUERTO RICO, U.S. POSSESSIONS AND TRUST TERRITORIES - NO
- g. BE AUTHORIZED TO USE THE SERVICES OF DEFENSE TECHNICAL INFORMATION (DTIC) OR OTHER SECONDARY DISTRIBUTION CENTER - NO
- h. REQUIRE A COMSEC ACCOUNT - NO
- i. HAVE TEMPEST REQUIREMENTS - NO
- j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS - YES
- k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE - NO
- l. OTHER (SPECIFY) - NO

1.4.4 Contract employees that will require access to classified information must have proper security clearances in place at the time of contract award. Contractors must also have proper security clearances in place at the time of contract award.

1.5 PRIMARY PLACE OF PERFORMANCE: The primary place of performance may be at a FEMA facility or at the Contractor's facility. Details will be specified at the Task Order level.

1.6 TRAVEL: The Government will not reimburse the Contractor for travel to/from or parking at the primary place of performance.

Local travel costs or parking for temporary duty assignments within the local commuting area will not be reimbursed under this contract. For this contract, the local commuting area is defined as a temporary duty station outside of the "primary place of performance", but within the vicinity surrounding it. If the site is a driving distance of less than 50 miles, by the most direct route, from the primary place of performance, the site is considered to be a part of the local commuting area. Contractor travel beyond the local commuting area shall be required to support this Contract. 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 (FTR). The Contractor shall be responsible for obtaining COR approval (electronic mail is required) in advance of each travel event. Travel between U.S. States, U.S. Territories may and OCONUS be required. The Contractor shall provide documentation for travel expenses, including receipts, to support travel reimbursement upon request.

1.7 KICK-OFF MEETING: The Contractor shall attend a Kick-Off Meeting with the Contracting Officer and the COR not later than seven (7) business days after the date of award. The purpose of the Kick-Off Meeting, which may be chaired by the Contracting Officer, is to

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discuss technical and contracting objectives of the statement of work and review the Contractor's project plan. The Kick-Off Meeting will be held at the Government's facility. Kick Off meetings for individual task orders may be required at the Task Order level.

1.8 PROJECT PLAN: When directed in individual task orders, the Contractor shall be required to prepare a Project Plan for individual Task Orders, which will be subject to Government review/comment and finalization. This requirement will be specified at the Task Order level.

1.9 STATUS REPORTS: For each Task Order, the Task Manager shall provide a monthly status report to the Task Order COR, the IDIQ COR, and Contracting Officer via electronic mail. This report shall include a summary of all Contractor work performed under this SOW, an assessment of technical progress, schedule status, any travel conducted and any Contractor concerns or recommendations for the previous month. Status reports should also include:

- 1.9.1** Overall progress, major accomplishments, and deliverables for the reporting period, including names of the Contractors working the deliverable and hours worked during the reporting period.
- 1.9.2** Any current and foreseeable problems and proposed corrective actions, to include changes in anticipated costs.
- 1.9.3** Reporting period expenditures delineated by deliverable.
- 1.9.4** The status of task order incurred costs (and hours for Time and Materials Task Orders) vs. planned costs (and hours) (burn rate chart). Burn rate information shall be provided on a monthly basis, as well as cumulative, year to date, totals.
- 1.9.5** A summary of tasks to be performed the next reporting period.
- 1.9.6** Earned Value Management reports may be required. This requirement will be specified at the Task Order level.

1.10 STATUS MEETINGS.

- 1.10.1** The Project Manager shall meet with the Contract COR to discuss progress, exchange information and resolve emergent problems and issues. These meetings shall take place on a monthly basis.
- 1.10.2** Task Managers shall meet with the Task Order COR to discuss progress, exchange information and resolve emergent problems and issues. These meetings shall take place on a monthly basis, or more often as specified in the Task Order.

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1.11 CLOSE-OUT REPORTS: The Contractor, upon completion of task orders or this contract, shall provide a Close-Out Report as follows: an electronic draft copy to the Contract COR, Task Order COR and Contracting Officer (CO) within forty-five (45) days from the ending date of a task order, this contract or expenditure of all allotted funds. The COR must provide comments to be incorporated and return the draft to the Contractor within five (5) working days. Upon receipt of the revised Close-Out Report, the Contractor must then have five (5) working days to make corrections and resubmit or constructive acceptance must be assumed. A final copy must be submitted as follows: to the COR, to the Task Order COR and to the Contracting Officer.

1.12 SECTION 508 COMPLIANCE.

Accessibility Requirements (Section 508)

Section 508 of the Rehabilitation Act, as amended by the Workforce Investment Act of 1998 (P.L. 105-220) requires that when Federal agencies develop, procure, maintain, or use electronic and information technology (EIT), they must ensure that it is accessible to people with disabilities. Federal employees and members of the public who have disabilities must have equal access to and use of information and data that is comparable to that enjoyed by non-disabled Federal employees and members of the public.

All EIT deliverables within this work statement shall comply with the applicable technical and functional performance criteria of Section 508 unless exempt. The following applicable EIT accessibility standards may be applicable to work produced under various Task Orders issued under this contract. Specific Accessibility standards will be determined on a Task Order basis.

Section 508 Applicable EIT Accessibility Standards

36 CFR 1194.21 Software Applications and Operating Systems, applies to all EIT software applications and operating systems procured or developed under this work statement including but not limited to GOTS and COTS software. In addition, this standard is to be applied to Web-based applications when needed to fulfill the functional performance criteria. This standard also applies to some Web based applications as described within 36 CFR 1194.22.

36 CFR 1194.22 Web-based Intranet and Internet Information and Applications, applies to all Web-based deliverables, including documentation and reports procured or developed under this work statement. When any Web application uses a dynamic (non-static) interface, embeds custom user control(s), embeds video or multimedia, uses proprietary or technical approaches such as, but not limited to, Flash or Asynchronous JavaScript and XML (AJAX) then 1194.21 Software standards also apply to fulfill functional performance criteria.

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36 CFR 1194.23 Telecommunications Products, applies to all telecommunications products including end-user interfaces such as telephones and non end-user interfaces such as switches, circuits, etc. that are procured, developed or used by the Federal Government.

36 CFR 1194.24 Video and Multimedia Products, applies to all video and multimedia products that are procured or developed under this work statement. Any video or multimedia presentation shall also comply with the software standards (1194.21) when the presentation is through the use of a Web or Software application interface having user controls available.

36 CFR 1194.25 Self Contained, Closed Products, applies to all EIT products such as printers, copiers, fax machines, kiosks, etc. that are procured or developed under this work statement.

36 CFR 1194.31 Functional Performance Criteria, applies to all EIT deliverables regardless of delivery method. All EIT deliverable shall use technical standards, regardless of technology, to fulfill the functional performance criteria.

36 CFR 1194.41 Information Documentation and Support, applies to all documents, reports, as well as help and support services. To ensure that documents and reports fulfill the required 1194.31 Functional Performance Criteria, they shall comply with the technical standard associated with Web-based Intranet and Internet Information and Applications at a minimum. In addition, any help or support provided in this work statement that offer telephone support, such as, but not limited to, a help desk shall have the ability to transmit and receive messages using TTY.

1.13 PROTECTION OF INFORMATION: Contractor access to proprietary information is required under this contract. Contractor employees shall safeguard this information against unauthorized disclosure or dissemination in accordance with DHS MD 11042.1, Safeguarding Sensitive but Unclassified (SBU) Information. SBU includes information categorized by DHS or other government agencies as: For Official Use Only (FOUO); Official Use Only (OUO); Sensitive Homeland Security Information (SHSI); Limited Official Use (LOU); Law Enforcement Sensitive (LES); Safeguarding Information (SGI); Unclassified Controlled Nuclear Information (UCNI); and any other identifier used by other government agencies to categorize information as sensitive but unclassified. The Contractor shall ensure that all Contractor personnel having access to business or procurement sensitive information sign a non-disclosure agreement (DHS Form 11000-6).

1.13.1 The Contractor shall continue to ensure employees safeguard this information when the new Controlled Unclassified Information (CUI) framework replaces the sensitive but unclassified (SBU) categorization.

1.13.2 The Contractor agrees that any violation of the certifications or restrictions of this condition of non-disclosure shall constitute a material and substantial violation of the terms, conditions and provisions of the contract and that the Government

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may, in addition to any other remedy available, terminate this contract for default.

1.13.3 The Contractor shall not release any information to the public without prior approval of the Task Order COR.

1.14 INTELLECTUAL PROPERTY: All Contractor developed processes and procedures and other forms of intellectual property developed during this contract shall be Government property.

1.14.1 All documentation and electronic data and information collected by the Contractor and generated in support of this contract shall be Government property, and shall be returned to the Government at the end of the performance period or when specified in the Task Order.

2.0 GOVERNMENT FURNISHED INFORMATION AND PROPERTY: The government will provide one government issued laptop to the Project Manager. Additional Government furnished information and property may be specified at the Task Order Level. All government property issued must be returned in order for the Contractor to receive payment on the final invoice for the IDIQ contract and final invoices on all applicable task orders.

3.0 CONTRACTOR FURNISHED PROPERTY: The Contractor shall furnish all facilities, materials, equipment, and services to fulfill the requirements of this contract, except for the Government Furnished Property specified in this Statement of Work (3.0) and any additional Contractor furnished property specified at the Task Order Level.

4.0 REQUIREMENTS/TASK AREAS. Task Orders may be issued to task the Contractor to perform work in the following Task Areas:

4.1 Administrative Support

4.1.1 The Contractor shall facilitate, plan, organize and coordinate meetings, workshops, conferences and working group sessions. The Contractor shall make arrangements for meeting space, audio-visual needs and logistics for these functions, in accordance with agency policy.

4.1.2 The Contractor shall draft briefings, charts, briefing books, talking points and decision papers.

4.1.3 The Contractor shall draft meeting strategies or memorandums for record which identify major issues addressed, actions assigned, and any outstanding issues requiring resolution.

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4.1.4 The Contractor shall provide documentation, implementation, operational and professional support to assist capability development activities for NCP and related stakeholders. This may include documentation and professional support to the interagency COOP community, the Federal Executive Boards and Federal Executive Associations.

4.1.5 The Contractor shall assist NCP in planning training seminars, conferences, and workshops for Federal, State, Territorial, Tribal, and local government officials.

4.1.6 The Contractor shall assist NCP with filing requirements which may include electronic filing under the E-file plan.

4.2 Test, Training and Exercise Program

4.2.1 The Contractor shall assist NCP and its partners to develop comprehensive Test, Training & Exercise programs that incorporate a series of sequential, situation-specific test, training, exercise and orientation events.

4.2.2 The Contractor shall prepare and/or maintain a Master Training Plan that articulates and lays out a comprehensive and progressive training program to accomplish all stated goals and objectives.

4.2.3 The Contractor shall prepare and/or update a Five Year Training and Exercise Schedule.

4.2.4 The Contractor shall assist with the development, execution, and evaluation of test, training, exercise, orientation, and familiarization events and activities in accordance with the Master Training Plan.

4.2.5 The Contractor shall assist NCP in implementing lessons learned as derived from training and exercise evaluation and feedback.

4.2.6 The Contractor shall provide support planning, coordinating, conducting, reporting, and evaluating the following: Internal and external COOP & COG tests, training, orientation, familiarization, and exercise events, emergency relocation tests.

4.2.7 The Contractor shall assist in the design, development and execution of tabletop workshops and war-games.

4.2.8 The Contractor shall provide expertise, experience, and advice related to comprehensive security, survivability, and continuity strategy, design, and planning.

4.2.9 The Contractor shall assist NCP in developing training for stakeholders, which may include Federal, State, local, territorial, and tribal government partners, or private sector and non-governmental organization partners. Developing training will include outreach to stakeholders to obtain subject matter expertise for particular

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training topics, developing and updating training videos, writing course materials, conversion of course material to Independent Study courses, and developing layout and graphics for web-based courses or handouts; conducting focus groups for smaller groups of subject matter experts to vet course content and structure, and assisting NCP in coordination with the FEMA Emergency Management Institute, who oversee the delivery of FEMA courses.

4.3 Software, Systems, Command and Control, and Telecommunications Engineering and Support

The Contractor shall provide information technology systems development, security, and testing; command and control (C2) systems development, security, testing and deployment including GIS and radar systems; telecommunications support, including landline, radio, cellular and satellite technologies;

4.3.1 The Contractor shall provide technical assistance in the development of a full range of software, information technology systems and telecommunications requirements over a broad range of continuity communications requirements. Telecommunications requirements may include landline or wireless. Some examples may include: HF and LMR radio, cellular or satellite technologies.

4.3.2 The Contractor shall draft plans, processes, guides, procedures and policies for Government review.

4.3.3 The Contractor shall assist NCP in developing system architecture, assist with systems and network development, lifecycle management, scope design, change control, initial design, prototype evaluation, integration and user acceptance and performance testing, overseeing operation and maintenance, configuration management, LAN performance monitoring, and information technology security.

4.3.4 The Contractor shall research emerging technologies, adaptive hardware or software for Americans with access and functional needs, hardware or software with multi-lingual capability, and technical capability serving any other special needs group.

4.4 First Responder Partnership Initiative

4.4.1 The Contractor shall support development and coordination of the standards that permit interoperability and to establish minimum levels identity profiling requirements for emergencies that involve stakeholders in multiple jurisdictions.

4.4.2 The Contractor shall assist with the development and/or maintenance of a common, National Institute of Standards and Technology, Federal Information Processing Standards (NIST FIPS) 201-compliant framework for technology, equipment (e.g.,

cards, handhelds) and business rules among regional stakeholders (state, local, federal, private/nonprofit sector) and implement at the direction of the government.

4.4.3 The Contractor shall leverage activities in the NCR to coordinate and assist with demonstrations, validations and prototyping FRPI.

4.4.4 The Contractor shall facilitate cooperation and support among Federal and State law enforcement organizations, external groups, and key government and private sector individuals participating in relocation programs.

4.5 Audit Support Administrative support for NCP as they respond to audits from a variety of sources.

4.5.1 The Contractor shall provide administrative assistance to NCP for GAO, IG, DHS, OMB and FEMA audits and inspections (maintains audit tracker).

4.5.2 The Contractor shall assist in tracking responses to Congressional, Executive, and Legislative interest items and requirements.

4.5.3 The Contractor shall identify existing or potential material weaknesses and gaps in NCP processes; work to development of a schedule of suggested corrections.

4.5.4 The Contractor shall provide administrative assistance in conducting compliance reviews to ensure follow-up actions developed are effective and to ensure compliance with applicable laws, regulations and directives.

4.5.5 The Contractor shall collect and organize program information in support of any audits.

4.6 Financial and Internal Controls The Contractor shall provide audit support for NCP to verify compliance with applicable regulations and to identify, assess, and assist in the implementation of processes for sound financial and internal controls.

4.6.1 The Contractor shall assist the Government with gathering data and ensuring the accuracy of the data presented in these reviews.

4.6.2 The Contractor shall develop papers, presentations, and analysis documents.

4.6.3 The Contractor shall assist in the coordination, reporting and tracking of executed budget to enable NCP to meet their regulatory and statutory obligations.

4.6.4 The Contractor shall provide support for developing briefing charts and other materials for the internal controls status and uses of funds.

4.6.5 The Contractor shall research Undelivered Orders (UDOs) and provide NCP with applicable reports.

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4.6.6 The Contractor shall track contractual commitments and obligations.

4.6.7 The Contractor shall support NCP quarterly and annual Undelivered Order Obligation (UDO) reconciliation requirements for the Office of the Chief Financial Officer (OCFO).

4.7 Property Management Support The Contractor shall assist NCP with property accountability, maintaining accurate property location, maintaining descriptions to reconcile discrepancies in logistical databases.

4.7.1 The Contractor shall assist in the inventory and tracking of NCP property. In addition, the Contractor shall assist in the development and improvement of processes to ensure accountability of NCP property and compliance with its regulatory and statutory obligations.

4.7.2 The Contractor shall develop papers, reports, presentations, analysis documents to support this task.

4.7.3 The Contractor shall assist in the reconciliation of discrepancies between the FEMA property management systems.

4.7.4 The Contractor shall assist in the preparation of a complete FEMA owned property inventory across the US and its territories.

4.7.5 The Contractor shall assist NPC in performing periodic spot checks of government property.

4.7.6 The Contractor shall arrange for warehouse space to store Government property. The Contractor shall be capable of shipping property to locations in the field, which may include meeting or conference sites for short-term demonstrations, or private sector, State, local, territorial and tribal government locations for long-term use. The Contractor shall also be capable of arranging shipping back to the warehouse for equipment that is in the field for a short time, such as a demonstration at a meeting or conference. The Contractor shall assist NCP in shipping equipment to and from a FEMA warehouse site, should a FEMA warehouse site become available.

4.7.7 Provide administrative assistance to NCP with the disposition of FEMA owned equipment.

4.8 OMB 300 Support The Contractor shall support NCP's efforts with regard to Office of Management and Budget (OMB) as they relate to program acquisition requirements.

4.8.1 The Contractor shall assist in the preparation of OMB Exhibit 300s to support NCP acquisition requirements.

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4.8.2 The Contractor shall assist in the preparation, completion, and management of documentation required to support program management and acquisition efforts. Assist NCP in obtaining approvals from the DHS-OMB Review Group and other relevant review panels as required.

4.8.3 The Contractor shall perform research, and provide documentation support and coordination with the NCP to complete Exhibit 300, Capital Asset, and Business Case documents in accordance with all applicable regulations.

4.9 Acquisition Support The Contractor shall support NCP's acquisition efforts as they relate to NCP's requirements for compliance with Acquisition Directives. This support will be in the drafting and updating of required acquisition program documentation for review by NCP personnel.

4.9.1 Support for Acquisition Program Review. The Contractor shall assist NCP in meeting mandatory requirements as they relate to DHS Management Directive 102-001, Acquisition and Investment Management, dated April 27, 2010.

4.9.1.1 The Contractor shall provide drafting and advisory assistance to NCP to meet the directive listed above. Some examples of workable documents included in the above directive are: a Mission Need Statement, Capability Development Plan, overarching Acquisition Plan for a program, Acquisition Program Baseline, Integrated Logistics Support Plan, Operational Requirements Document, Concept of Operations, Analysis of Alternatives, Life Cycle Cost Estimate, and Test and Evaluation Master Plan

4.10 Outreach Support The Contractor shall assist NCP and its Regional partners to support public education and outreach initiatives for NCP projects. These initiatives will be designed to educate the public and other stakeholders about NCP programs.

4.10.1 The Contractor shall assist NCP as it communicates with state, local, territorial, and tribal managers; with Federal partners, with private sector partners and with non-governmental organizations;

4.10.2 The Contractor shall provide outreach assistance to NCP at various conferences. The Contractor shall assist with booths from NCP programs at conferences. Booth assistance includes building, expanding, or modifying a booth; storing the booth at a Contractor location offsite from FEMA; shipping the booth to and from conference sites; and set-up, manning, and tear-down of the booth at conferences.

4.10.3 The Contractor shall develop training; providing outreach relating to tests or exercises; information dissemination through means such as FEMA websites, e-mail subscriptions, graphics, audio/visual displays, webinars; support NCP in

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working with private sector partners to collect information on architectural design or standards from industry representatives; and collecting requirements from organizations representing individuals with access and functional needs or limited English proficiency.

4.10.4 The Contractor shall develop manuals, pamphlets, and user guides for distribution to stakeholders; design marketing material to include promotional and information items. The Contractor shall design outreach materials such as informational pamphlets and brochures

4.10.5 The Contractor shall develop, recommend, or support a preexisting public education website.

4.10.6 The Contractor shall develop briefings and other materials in support of NCP outreach.

4.10.7 The Contractor shall assist with awareness campaigns and panel discussions.

4.10.8 The Contractor shall advise NCP on matters pertaining to public awareness campaigns or panel discussions.

4.11 Professional Support/ Subject Matter Expertise: The Contractor shall provide consultation, professional advisory support, independent verification and validation, deliberation and other analysis support functions to include Earned Value Management (EVM) reporting.

4.11.1 The Contractor shall provide subject matter expertise to NCP to ensure program efforts continue on schedule and within the scope of requirements.

4.11.2 The Contractor shall provide strategic, operational, and technical support for NCP efforts as they relate to the FEMA continuity community, to include support to Regional offices, Departments and Agencies and interface with the Intelligence community.

4.11.3 The Contractor shall provide strategic or operational advice, assistance and facilitation services in the development of products.

4.11.4 The Contractor shall identify applicable and emergent policy for NCP continuity programs and interoperability with other contingency programs.

4.11.5 The Contractor shall provide SME support to NCP as it works with the continuity community.

4.11.6 The Contractor shall provide analysis support functions, which include surveys or inventory and evaluation of capabilities in the field. Examples might include inventories of alert and warning, radio communications, or continuity of operations capability at the Federal, State, local, territorial or tribal government level.

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4.11.7 The Contractor shall draft, review and recommend updates to plans and procedures, techniques, tactics, checklists and Standard Operating Procedures to support program initiatives.

4.11.8 The Contractor shall coordinate with NCP and draft risk mitigation plans, and recommend updates and strategies for addressing identified risks. The Contractor shall update risk mitigation plans to reflect emerging information and issues, while tracking the effectiveness of strategies designed to mitigate identified risks.

4.11.9 Examples of SME support may include:

4.11.9.1 Environmental and historic preservation and floodplain management regulations at the Federal, State, and local level, as they relate to NCP funded construction projects.

4.11.9.2 Marketing, Public Relations and outreach for NCP unclassified programs that affect the public or State, local, territorial and tribal partners.

4.11.9.3 Emergency management at the State, local, territorial and tribal level.

4.11.9.4 Broadcast industry experts in support of alert and warning.

4.11.9.5 Radio, satellite or cellular industry experts.

4.11.9.6 Information technology security experts.

4.11.10 The Contractor shall provide strategic, operational and technical support for NCP efforts as they relate to the management and operation of a joint relocation operations control center that includes complex communications, multiple jurisdictions and command and control functions during national security emergencies.

4.11.11 The Contractor shall assist in the development, review, and delivery of long range program plans, goals, objectives, and milestones for emergency transportation relocation programs, in support of Department of Homeland Security requirements.

4.11.11 The nature of some NCP programs may require the assistance of SME support in the area of Engineering. Some of the engineering fields are, but are not limited to:

- a. Architectural
- b. Chemical
- c. Civil
- d. Electrical
- e. Environmental
- f. Hardware

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- g. Industrial
- I. Mechanical
- j. Software
- k. Systems

5.0 REFERENCES

- 5.1 Executive Order 13407, Public Alerts and Warning System
- 5.2 DHS Management Directives (MD 102-01, MD 0470.1, MD 11042.1, MD 11050.2)
- 5.3 DHS Directive Volume 1000 Budget and Finance
- 5.4 DHS MD 4300A Sensitive Systems Handbook, Version 5.5, September 30, 2007
- 5.5 Federal Information Security Management Act of 2002 (FISMA)
- 5.6 NIST Special Publication 800-37, May 2004
- 5.7 Homeland Security Presidential Directive/Hspd-7 Critical Infrastructure Identification, Prioritization, and Protection, Dec 17, 2003.
- 5.8 NCS 3-10 and all applicable handbooks and
- 5.9 NSPD 51/ HSPD 20
- 5.10 HSPD 28
- 5.11 Federal Acquisition Regulation (FAR)
- 5.12 FEMA Manual 119-7-1
- 5.13 National Security Act (NSA) of 1947 (as amended)
- 5.14 The Homeland Security Act of 2002 as amended (6 USC314)
- 5.15 Executive Order 12656 – Assignment of Emergency Preparedness and Responsibilities
- 5.16 Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA)
- 5.17 Federal Continuity Directive (FCD) 1
- 5.18 National Response Framework (NRF), January 2008
- 5.19 National Continuity Policy Implementation Plan (NCPIP), August 2007

6.0 DELIVERABLES

ITEM	SOW	DELIVERABLE / EVENT	DUE BY:
1	1.9	Kickoff Meeting	Within 7 Business Days after Award
2.	1.10	Draft Contractor Project Plan	At Kickoff Meeting
3.	1.10	Final Contractor Project Plan	Within 5 Business Days after Kickoff Meeting
4.	1.11	Status Reports	Monthly: By the 15 th of each month
5	1.13	Draft Close Out Report	Within 45 days of contract completion
6	1.14	Final Close Out Report	Within 5 days after receipt of Government comments on Draft Close Out Report
7	1.15	Risk Mitigation Plan	TBD

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