

PERFORMANCE WORK STATEMENT (PWS)

Emergency Operations Training Academy (EOTA) Support Services

May 27, 2011 Draft

1.0 Introduction

The U.S. Department of Energy (DOE), National Nuclear Security Administration (NNSA), Office of Emergency Operations (NA-40) requires support services in the development and delivery of training, exercises, and other related technical and administrative support services at the Emergency Operations Training Academy (EOTA) in Albuquerque, New Mexico.

2.0 Background

NA-40's mission is to ensure that capabilities are in place to respond to any NNSA and DOE facility emergency. NA-40 is the nation's premier responder to any nuclear or radiological incident within the United States or Abroad and provides operational planning and training to counter both domestic and international nuclear terrorism. The Emergency Operations Training Academy supports the NA-40 mission which ensures that operational planning and training are in place to respond to any DOE/NNSA emergency. The transformation of a civilian workforce into a well-coordinated response organization is a subject of policies, procedures, and training that must accompany an ever-evolving security effort to counter both domestic and international nuclear terrorism.

The National Response Framework together with Memorandums of Understanding (MOUs) with the Department of Homeland Security (and other agencies) have formalized NNSA's role in providing such assistance. A critical part of this role is to ensure NNSA personnel possess the requisite training and professional competencies to perform the full range of emergency management and response functions.

In providing the necessary training and special services required by DOE/NNSA programs with regard to emergency preparedness, management, response, and recovery; and to nuclear and radiological, prevention, detection, diagnosis, and disablement, EOTA maintains:

- Expert instructional system design and support staff consisting of federal employees, seventeen fulltime contractor support staff, and a varying number of part time personnel for short term projects
- Training facilities, materials, and equipment
- Standardized quality training capabilities delivered using a variety of methodologies in support of areas related to:
 - Emergency Management
 - Emergency Response
 - Emergency Operations, and

- Specialized training for DOE/NNSA and other personnel, as needed.

3.0 APPLICABLE DOCUMENTS and DIRECTIVES –The Contractor shall comply with the following applicable documents:

- EOTA ISO registered business management processes
- DOE Order 470.1, and other applicable DOE Orders, Guides, Manuals, Standards, and Handbooks, etc
- DOE Order 580.1, Personal Property Management Program
- President's Management Agenda
- Homeland Security Exercise Evaluation Program (HSEEP), and
- Applicable OSHA regulations
- Sharable Content Object Reference Model (SCORM), Executive Order 13111, 12 Jan 1999
- Americans with Disabilities Act 1974, Section 508
- 41 CFR 101, 102, and 109 Public Contracts and Property Management
- OMB Circular A-11, Part 3, Planning, Budgeting & Acquisition of Capital Assets and Supplements
- NAP 14.1-C, NNSA Baseline Cyber Security Program, Approved 05-02-08
- NAP 14.2-C, NNSA Certification and Accreditation (C&A) Process for Information Systems, Approved 05-02-08
- NAP 70.2, Physical Protection, Approved 07-02-10

4.0 SCOPE of WORK

4.1 Types of Work/General

The contractor shall provide all personnel, equipment, tools, materials, and supervision (except as specified as Government-furnished Property), necessary to support this PWS. The contractor shall continuously seek methods for improving processes and overall organizational effectiveness and efficiency in all areas of this PWS including training, exercises, IT systems, logistics, quality assurance, security, safety, etc. Contractor personnel may be required to support either one or numerous different, task areas. The technical effort/work involves supporting a broad range of emergency operations training needs related to hazardous, non-hazardous, nuclear, radiological, and safety training curriculums through the application of sound practices resulting in the creation of various types of training with delivery methodologies including, but not limited to:

- computer-based
- web-based
- on-line simulations
- tabletop through full-scale exercises
- classroom and mobile training
- blended delivery methods

4.2 Location of Work

The contractor shall provide support for the programs at the EOTA office in Albuquerque NM, (located separately from the DOE/NNSA Service Center) and other locations as directed by the COR. Duties may also be performed (as directed) at:

- DOE/NNSA offices throughout the United States,
- DOE Facility in the District of Columbia,
- DOE Facility in Germantown, MD, and
- Other government or commercial space in CONUS and/or OCONUS locations.

4.3 Summary of Training

Effective training can be derived from several training development systems: Instructional Systems Development/Design, Systematic Approach to Training, Criterion Referenced Instruction, Training System Design, and Competency Based Training. All of these systems are designed around the same basic premise: to produce training using a systematic process that provides the knowledge and skills necessary for the job incumbent to perform assigned duties at a predetermined level of competence. The contractor shall use a systematic approach to the development and conduct of effective training programs, consisting of five phases: Analysis, Design, Development, Implementation, and Evaluation.

The EOTA on-line catalog lists our current training offerings and can be viewed at www.eota.doeal.gov. In addition to maintaining existing training products, the contractor shall also develop or provide services supporting the development of training products of types outlined in Section 4.1 Types of Work/General. The online courses generally consist of one hour courses; the instructor led training can run from a few hours to several days, and the exercises can range from a table-top to a full scale exercise with multi agency play.

5.0 TECHNICAL REQUIREMENTS/PERFORMANCE OBJECTIVES.

Performance under each Task Area of this contract will be monitored to evaluate the contractor's performance.

5.1 Task Area 1 – Training Programs Support

Performance Objective – Training Programs Support. Provide training support as detailed below for types of training outlined in Section 4.1 Types of Work/General. Requirements for instructor led and on-line/computer based training shall be accomplished through the use of contractor staff, adjunct faculty members, and/or others including federal experts, as determined by the COR. The types of training at various locations include core topical areas such as:

- DOE Emergency Management and Operations

- DOE/NNSA National Radiological Emergency Response Assets
- Radiological Assistance Program Training
- Preventative Radiological Nuclear Detection Training
- DOE/NNSA Implementation of national response policy, critical decision-making considerations and critical communications for senior federal staff
- Continuity of Operations
- National Security Professional programs
- Operational Risk Management
- Senior Energy Official Training
- Emergency Management, National Incident Management System
- Training related to courses listed in the EOTA catalog at <http://eota.doeal.gov/>
- Functions of other required training in support of DOE/NNSA programs and partnership agreements with other agencies pursuant to the Economy Act

5.1.1 Instructor Led Training:

5.1.1.1 Instructors supporting EOTA training shall have experience and skills sufficient to instruct the directed course(s) and must pass the DOE Basic Instructor Course offered by the DOE National Training Center, or demonstrate equivalent education or experience, prior to conducting or participating in an EOTA training activity.

5.1.1.2 Instructor led training shall be delivered at locations throughout the nation, as approved by EOTA management or COR, through the use of mobile training teams.

5.1.1.3 Emergency operations management and response training requires highly experienced instructors with the qualifications and skills related to the required area of study. Instructors must be experts in their respective fields.

5.1.2 On-Line and Computer based Training:

5.1.2.1 The contractor shall provide instructional system designers, programmers, network support, web site and database support, graphic design and any other related skills to develop on-line and/or computer based training, maintain existing Information Technology hardware/software system requirements and support new requirements as identified.

5.1.2.2 The contractor shall review all applicable training products for functionality and currency of content a minimum of every two years, as content source material changes, or as directed by the COR. Upon completion of review, contractor shall provide course update/disposition recommendations to the EOTA federal leadership and execute recommendations as directed.

5.2 Task Area 2 - Analysis, Design, Development, Implementation and Evaluation of Training Curricula and Training Plans

Performance Objective – Training Curricula and Training Plans. In support of all training products the contractor shall analyze requirements, recommend improvements or new requirements, modify or develop appropriate training products, and periodically update training products and related training plans/programs

Prior to each training product delivery the COR will review and approve all changes/updates to curricula. Curricula development and training plans include the following:

5.2.1 Analysis: The contractor shall support training requirements identified by EOTA management through accomplishment of the applicable formal analysis using the EOTA approved Business Management System. Analyses will be conducted in the manner outlined in the EOTA Business Management System and in accord with industry best practices related to Instructional Design theory and methodologies.

5.2.2 Design: The contractor shall design new and/or modify existing training products using the EOTA approved Business Management System and based on industry best practices related to Instructional Design theory and methodologies. Design shall include relevant safety considerations and will be a coordinated effort between the EOTA ISD support contractor staff and other stakeholders as determined in the tasking of the specific project.

5.2.3 Development: The contractor shall develop course material, training products, and training plans necessary to accomplish EOTA training using the EOTA approved Business Management System and based on industry best practices related to Instructional Development theory and methodologies. This will be a coordinated effort between the EOTA ISD support contractor staff and other stakeholders as determined in the tasking of the specific project.

5.2.4 Implementation: The contractor shall conduct, and deliver training consistent with industry best practices, implementing the training via the appropriate methodology, and including relevant safety considerations. Training product implementation shall be accomplished using EOTA staff or adjunct instructors, and accomplished based on the EOTA approved Business Management System and based on industry best practices related to Instructional Implementation theory and methodologies. Mobile training teams may consist of both EOTA support contractor FTE staff personnel and/or adjunct instructors.

5.2.5 Evaluation: The contractor shall evaluate training development through all Instructional Design stages (Analysis, Design, Development, and Implementation) to identify and act on improvement opportunities to ensure optimum training effectiveness. The contractor shall also use student and instructor feedback, student and instructor evaluations, and data received from formal inspection programs to validate training effectiveness. The contractor shall implement test item analysis procedures to evaluate the effectiveness of training products in achieving the transfer of learning to the target training audience. The contractor shall conduct training product and process evaluations and provide periodic statistical evaluation reports in accordance with the Reporting Requirements Checklist. The

results of these evaluations will be used to continuously improve ongoing analysis and course development activities.

5.3 Task Area 3 - Mission Related Work for DOE, NNSA, or other Government Agencies

Performance Objective – As directed by the COR, the contractor shall perform services under this contract for other organizations, or agencies with overlapping missions and consistent with the Economy Act.

The contractor may be tasked with supporting mission related services and providing training product development, activity coordination, technology support, and other services related to requirements in this PWS for other federal, tribal, state and/or local organizations. The scope of the support may include, among other actions, observing current process and procedures for exercises, providing expert consultation, training development, instruction, logistical support, and improvement strategy recommendations.

5.4 Task Area 4 - Logistical Support of EOTA Programs

Performance Objective – Logistical Support of EOTA Programs. The contractor shall plan for, manage, and execute requirements for all types of EOTA training or exercise events, including control of all property and equipment.

The contractor shall provide personnel and logistical support for training activities as needed to complete activities and/or as directed by the COR. This may include temporary labor, and coordination with other contractors, federal, tribal, state or local agency personnel, to ensure quality support to the EOTA Mission.

5.5 Task Area 5 - Customer Service

Performance Objective: The Contractor shall provide customer service to students as well as to sponsors of requested courses (on-line or via contact with a live technician) which shall include all functions inherent in a full-service training facility such as:

- Course catalogs with course descriptions, dates, and applicable fees
- Student registration
- Online testing
- Access to web-based courses
- EOTA WEB site access and associated Learning Management System (LMS) services, etc...

5.6 Task Area 6 – Resources and Business Management Support

Performance Objective - Resources and Business Management Support. The contractor shall provide support in the following areas:

5.6.1 Administrative:

5.6.1.1 The Contractor shall develop, implement, and maintain operating processes and procedures, subject to approval of the COR, to be used in EOTA organizational operations and processes.

5.6.1.2 As directed by the COR the Contractor shall coordinate with other learning and education institutions to identify accreditation and/or certification standards and complete actions to acquire accreditation/certification for specific EOTA training products.

5.6.1.3 The Contractor shall participate in the management of the EOTA ISO 9001 registered Business Management System and perform tasks needed to achieve continued EOTA ISO registration; the contractor is not required to be ISO registered.

5.6.1.4 The Contractor shall maintain electronic and paper based information through a formal records management system.

5.6.1.5 The Contractor shall perform all administrative functions necessary for the daily operations of the EOTA.

5.6.1.6 As directed by the COR, the contractor shall complete required actions for: attending, facilitating, or participating in conferences, site visits, and/or various committee activities.

5.6.1.7 Contractor must have a merchant account and be able to receive payment (such as registration or conference fees etc) through cash, check, or credit card via either physical (in person) transactions or online transactions through a web accessible e-commerce function.

5.6.1.8 **Manager/Supervisor:** The contractor shall provide an on-site Manager/Supervisor. The manager/supervisor shall act as the primary liaison between the contractor and the government, provide administrative authority for contractor matters, as well as providing day-to-day management required to plan, organize, direct, accomplish, document, invoice, and control the technical efforts set forth in this PWS. The supervisor/manager, or a delegated acting supervisor, must be available during the core hours of operation on a daily basis. The supervisor/manager and COR will meet, as required, to review current issues, problems, and overall status of the work.

5.6.2 Facilities and Property Management:

Government furnished property Resources: The Government will provide Government owned/leased facilities and equipment for Contractor use to support training functions and activities at the EOTA and other DOE/NNSA locations where training will be conducted. When Government-furnished facilities and equipment are not available, suitable space or equipment may be procured by the Contractor with the prior approval of the Contracting Officer's Representative (COR) and/or Contracting Officer (CO) in accordance with (IAW) Section H, Government-Furnished Facilities and Services.

The contractor shall account for all Government property on the Government Property List attached to this contract, (as may be modified during performance of the contract), in accordance with DOE O 580.1, Personal Property Management Program; EOTA Property Management program; EOTA Business Management System processes; 41 CFR 101, 102, and 109 Public Contracts and Property Management; and OMB Circular A-11, Part 3, Planning, Budgeting & Acquisition of Capital Assets and Supplements, including performance of personal property inventories. The contractor shall ensure all property and equipment is maintained in accordance with operational manuals or accepted industry standards. Accepted industry standards are defined as being equivalent to the standards that manufacturers in an industry would specify regarding the type of equipment maintenance that is needed for the equipment item to be recognized as operationally serviceable.

5.6.3 Shipping, Receiving, Tagging, Storage, and Issuance of Equipment and Supplies:

The contractor shall be responsible to ship, receive and maintain accountability of equipment and supplies used to support the EOTA mission as needed. A formal process shall be followed that describes how equipment will be controlled as related to shipping, receiving, storage and issuance.

5.6.4 Quality Assurance Program:

The contractor shall submit for the Government's evaluation and approval a Quality Assurance Plan and shall maintain a Quality Assurance Program throughout the term of the contract. The approved plan shall be consistent with the EOTA Business Management System. The Quality Assurance Program shall describe procedures to be implemented during the course of the contract to assure contractor's quality compliance in all areas of the contract, including security and safety. Within 30 days following award of a contract, the contractor shall submit a Quality Assurance Program Plan developed in accordance with applicable documents in Section J and FAR 46.105 (specifically paragraphs (a)(2), (b), and (c)(8)). The QAP shall be revised during contract performance as necessary to assure adequacy, currency and relevancy of quality surveillance.

5.6.5 Program and Management Analysis:

The contractor shall comply with support requirements identified in the processes outlined in the EOTA Business Management System. Additionally, the contractor shall provide support to collect, review and analyze data, make recommendations, formulate resource documents to assist with budget and annual reporting submittals and provide support to strategic planning, metrics, directives and self-assessments. In support of functions that are critical to mission accomplishment the contractor shall perform the following:

- The contractor shall maintain data transfers to applicable data management systems such as the NA-42 ARMS systems. If directed by the COR, contractor shall maintain data transfers to the DOE OLC2 and Corporate Human Resource Information System (CHRIS)
- Provide support in the preparation of the EOTA budget Program Execution Plan
- Provide support in the development of MOU/MOAs and administer an MOU/MOA Program by tracking status of associated documents
- Conducting special project as directed by the COR to meet EOTA customer requests
- Support in the tracking and status of DOE/NNSA directives related to emergency operations
- Support in the development of critical program documents such as the EOTA Strategic Plan

5.7 Task Area 7 - Technical Support:

Performance Objective: The Contractor shall incorporate information technology (IT) solutions with technical, operational, and administrative support to accomplish the following activities:

5.7.1 Facilitate PC-based tracking of operational and special activities for EOTA customers to include:

- The design, development, programming, documentation, implementation, and/or maintenance of associated applications to support the EOTA website (including its multiple pages), LMS, and other applications.
- The design, development, programming, documentation, implementation and technical layout for required applications.

5.7.2 The Contractor shall comply with document control measures outlined in the EOTA Business Management System (BMS), as well as taking measures to ensure version control, naming conventions, and backup of all electronic files and training products.

5.7.3 The Contractor shall provide computer server/network administration and personnel to perform help desk support and manage and maintain the EOTA website, its related databases, hardware, software and internal and external data links. Support includes, but is not limited to:

- The maintenance, management, and operation of servers and associated network systems for approximately Four servers, e.g., Microsoft (MS) exchange e-mail server with interface to smart phones, database server with SQL, file/domain server, video server, web development server using MS Server 2008 with Internet Information Services (IIS), and a back-up storage unit.
- Maintain, manage and operate Voice-Over-Internet-Protocol system (Cisco equipment) for approximately 25 personnel.
- Support computer hardware items for EOTA including, but not limited to, IBM compatible workstations, approximately 25 desktop and five laptop computers for personnel workstations and 25 laptop computers for course delivery and mobile training.
- Provide other help desk/user support tasks either by phone or in-person related to hardware or software problems.
- Provide the loading of software, reimaging of computers as needed, maintain computers and networked office machines. Specific machines and quantities may vary throughout life of contract.
- Provide recommendations based on identified opportunities to improve EOTA's IT capabilities, and implement those recommendations based on direction from the COR.

5.7.4 Establish and maintain a cyber security program in alignment with NAP 14.1-C, NNSA Baseline Cyber Security Program, Approved 05-02-08 and NAP 14.2-C, NNSA Certification and Accreditation (C&A) Process for Information Systems, Approved 05-02-08 which includes Certification and Accreditation (and also management and operation) of the EOTA Information Technology Network/Cyber systems.

5.7.5 Reports, Data, and Other Deliverables: The Contractor shall provide deliverables in accordance with the Reporting Requirements Checklist.

6.0 GENERAL NECESSARY CONDITIONS

6.1 Environment, Safety and Health: All contractor work shall be performed in such a manner that will protect the environment and assure the safety and health of the public and workers.

6.2 Security: The contractor shall provide personnel whom are eligible to obtain either an “L” or “Q” access authorization for identified positions, as directed by the COR. The contractor must also maintain a physical protection (NAP-70-2) and a cyber security plan that meets the requirements of DOE/NNSA Orders and guides (NAP 14.1-C &14.2-C).

7.0 Objectives, Measures and Expectations: The following are the quality standards the Government will use to evaluate the contractor’s performance. Repetitive failures in meeting the standards will result in one or all of the following actions:

- Issuance of findings requiring a formal corrective action plan
- Re-performance of task (without compensation) or monetary consideration from the contractor
- Ratings for all areas will be reflected in semi-annual Contractor Performance Assessment Reporting System (CPARS) evaluation.

Performance Objectives	Minimum Performance Standard	Assessment Methods
5.1.1 Provision of qualified instructors	Experience/skills sufficient to instruct course(s).	COR review of instructor credentials
5.1.2 Instructor-led training delivery	Delivered at specified locations, on time, within budget, and in accord with course requirements.	COR review of After Action Report, student surveys, and other evaluative documentation; COR interview of training requestor
5.1.2.1 Training development resources	Contractor personnel have skills/capabilities to develop on-line and/or computer based training	COR assessment of quality of training development results
5.1.2.1 IT hardware/ software system requirements	Contractor personnel have skills/capabilities to maintain existing IT hardware/ software system requirements and support new requirements as identified.	COR review and assessment of quality of IT support
5.1.2.2 Training product reviews	Training product reviews accomplished within time agreed to in COR direction	COR review of currency of course/analysis review status
5.2 Identify training product requirements/improvements	Provide training product assessment briefing or report annually or upon COR request	COR review of training product assessment
5.2 Training product development/modification	Modification of existing, or development of new, training products	COR review of modifications/updates and new training products
5.2.1 – 5.2.5 Use ADDIE Instructional Design system	100% of training instructional design in accord with the parameters outlined in the ADDIE system and consistent with the EOTA BMS	COR review of activities and documentation related to the individual phases outlined in the ADDIE system and EOTA BMS
5.3 Support of external organizations	Provide training product development, activity	COR evaluation of products, services, or related documents for

with related mission requirements	coordination, technology support, and other services related to requirements in this PWS for other federal, tribal, state and/or local organizations	work performed for external organizations related to other organizations' expectations. Other agency will provide evaluation of support to COR.
5.4 Logistical support	Efficient support for all training or exercise events, including control of all property and equipment	COR review of After Action Reports, event summary documents, participant satisfaction surveys, discussion with training event requestor, and observation of support activity
5.5 Customer services	Comprehensive customer support (on-line or via contact with a live technician)	Customer (user) feedback, COR review of service type and availability, assessment of effectiveness of customer support process(es)
5.6.1.1 Operational process management	Develop, implement, and maintain smooth and effective operating processes and procedures	Periodic Business Management Review, results of external and internal ISO audits, monitoring of Corrective Actions program
5.6.1.2 Accreditation and/or certification	Complete actions to acquire accreditation/certification for specific EOTA training products	Success in the acquisition of accreditation/certification for specific EOTA training products
5.6.1.3 EOTA ISO 9001 registered Business Management System and ISO registration	Participate in the management of the EOTA ISO 9001 registered Business Management System and perform tasks needed to achieve continued EOTA ISO registration	Periodic Business Management Review, results of external and internal audits, ISO registration status
5.6.1.4 Records management	Accurate maintenance of electronic and paper based records/information	Periodic records audit, review of compliance with records management program
5.6.1.5 Operations administration	Perform administrative functions necessary for the daily operations of the EOTA	Day-to-day observation of effectiveness of administrative actions, review of monthly reports
5.6.1.6 Conference, site, and committee activities	Efficient coordination of activities for related to: attending, facilitating, or participating in conferences, site visits, and/or various committee activities	COR review of event/trip reports, summary documents, discussion with event sponsor/requestor, activity related records, and observation of activity
5.6.1.7 Merchant account	Timely set up of account, effective execution of transactions, and accuracy of associated records.	COR review and customer feedback
5.6.1.8 Manager/Supervisor	Available for required coordination and effective contractor oversight/management	COR assessment and customer feedback
5.6.2 Property inventory	Accurate accounting for all Government property	Federal oversight of inventories, adherence to property management policies and COR review of property inventory report
5.6.2 Property/equipment maintenance	No property/equipment found to be inoperable/unserviceable as a result of insufficient compliance with operational manuals	COR review of maintenance schedules and documentation of maintenance

5.6.3 Shipping	No lost items	COR review of formal process, and documentation/records related to shipping, receiving, storage, and issuance
5.6.4 Quality Assurance program (QAP)	Acceptable QAP and all work within acceptable quality standards.	Periodic business management review, internal/external audit, COR review of Quality Assurance Program
5.6.5 Compliance with Business Management System	Compliance with EOTA Business Management System	COR's periodic business management review, internal/external audit results
5.6.5 Program and management analysis	Adequate performance of requirements	Periodic business management review, provision of outcomes of COR directed data calls, review of reports submitted, high quality of participation in planning, metric data collection, data analysis, and self-assessments
5.6.5 Data transfers	Timely, effective and accurate data transfers	COR review and customer feedback
5.6.5 Budget informational support	Accurate and timely budget support	COR review
5.6.5 MOU/MOA program	Effective development, administration, and status tracking of MOU/MOA actions.	COR review
5.6.5 Directives and critical program document support	Effective support in the tracking and review of DOE/NNSA directives and valued support in the development of critical EOTA program documents	COR review and customer feedback
5.7.1 Website, LMS, and other required application support	Effective and efficient support of EOTA Website, LMS, and other required applications	COR review/assessment of quality of support and customer feedback
5.7.2 Management of electronic documents/records	100% compliance for version control, naming conventions, and backup of all electronic files with no loss of data	Internal/external audit, COR verification of compliance
5.7.3 Maintenance of EOTA IT systems	95% of the time support provided without need for corrective action	Instances of operational failure of IT systems, effectiveness of IT systems in meeting EOTA mission needs
5.7.3 IT help desk support	Effective and efficient support	COR review and customer feedback
5.7.3 Improvement recommendations	Valuable input for efficiency/ effectiveness improvements	COR review and customer feedback
5.7.4 Cyber security program	Certification and Accreditation of the EOTA Information Technology Network/Cyber systems, 100% cyber security compliance	Attainment and continuation of IT Certification and Accreditation, and execution of cyber security program. COR review
5.7.5 Reporting requirements	95% of deliverables submitted with adequate documentation and accepted by COR as initially submitted with no re-work needed.	COR review