

CORRECTED VERSION!!

Please disregard previous version and any government tracked comments/changes.

Performance Work Statement IA-TAC III

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Introduction

The Federal Emergency Management Agency (FEMA) is the federal agency responsible for leading the Nation's efforts to prepare for, protect and mitigate against, respond to, and recover from the impacts of natural disasters and man-made incidents or terrorist events. FEMA's formation in 1979 by a Presidential executive order directed the combination of federal programs that addressed emergency management for all types of incidents into a single agency.

Though created as the federal agency that leads and manages emergency management on behalf of the Nation, there are many organizations engaged in all phases of emergency management at the federal, state, and local levels. FEMA, in its leadership role, must set the standard for emergency management across the Nation and help build strong relationships among its partners. As a first step, we will foster a culture of preparedness by building combined and comprehensive national capabilities that better protect us all from the extraordinary natural and man-made threats that face our Nation.

The Post-Katrina Emergency Management Reform Act passed by Congress and signed by the President in October 2006, sets forth a new expanded mission for FEMA. Our mandate is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

1. FEMA's Mission

Reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

1.1 FEMA's Strategic Plan Goals

Customer-focused, field-based, and results-oriented mission delivery;
Compassionate program and service delivery to all populations;
Strong leadership, teamwork, and accountability at all levels;
Professional workforce of motivated employees who are empowered and equipped to act;
Strong partnerships that leverage capabilities and capitalize on public-private efficiencies; and
Business approach to achieving desired results with a strong foundation in technology.

1.2 Overarching Themes

Lead an integrated approach that strengthens the Nation's ability to address disasters, emergencies, and terrorist events;
Deliver easily accessible and coordinated assistance for all programs;
Provide reliable information at the right time for all users;
FEMA invests in people and people invest in FEMA to ensure mission success;

And build public trust and confidence through performance and stewardship.

2. BACKGROUND

The mission of FEMA's Individual Assistance Division (IAD) is to ensure that individuals and families that have been affected by disasters have access to the full range of FEMA programs in a timely manner with the best possible level of service. The Individual Assistance – Technical Assistance Contracts (IA-TAC) Management Branch was formed in 2005 as a program management office overseeing Contractor support for the IAD mission.

The IA-TAC Management Branch requires contractors (or contractor team) capable of delivering a comprehensive set of construction, architectural, engineering, project management and program management services in support of multiple disaster missions of any size anywhere in the United States and its territories.

FEMA had awarded Individual Assistance Technical Assistance Contracts (IA-TAC) II to support FEMA's implementation of the agency's Individual Assistance, Direct Assistance programs as authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act. These contracts will be in place until 8 February 2009.

Those contracts will be replaced by an IDIQ hybrid – incentive fee, Performance Based contract with a Quality Assurance Surveillance Plan and Performance Requirements Summaries.

3. GENERAL SCOPE

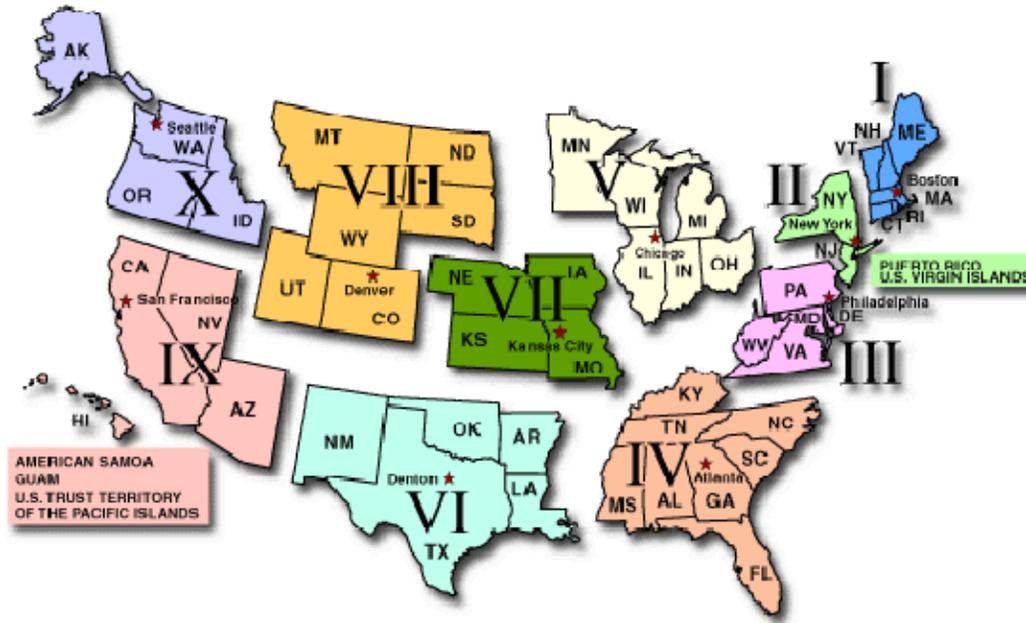
The geographic area of responsibility for this work has been broken down into four sectors.

Alpha – FEMA Regions VIII, IX, X (alternate sector – Charlie)

Bravo – FEMA Regions I, II, V (alternate sector – Delta)

Charlie – FEMA Regions VI, VII (alternate sector – Alpha)

Delta – FEMA Regions III, IV (alternate sector – Bravo)



There will be one contractor per sector and as part of Readiness; the contractor will become part of our IA-TAC team.

This concept will enable FEMA personnel and company personnel to know at the time of a disaster; who and what company will be responsible. The concept further provides contractors a smaller zone of responsibility than was expected in previous contracts. The sector approach affords each responsible contractor to be more knowledgeable and therefore better equipped to handle the area under their contract award. The size and scope of the contractor's task or mission may vary based on the sector, scale and magnitude of damage, type of incident, impact on the national security, and the projected number of displaced individuals and households, as well as the availability of resources (housing, personnel, supplies, and materials).

The contractors shall provide support for all types of hazards (man-made or natural), including floods, tornadoes, hurricanes, typhoons, earthquakes, tsunamis, and Incidents of National Significance as defined or indicated by FEMA. Support will include, but not be limited to, performing or supporting the following functions or tasks: (A) Direct Housing Program; (B) Mass Care and Sheltering; (C) Disaster Recovery Centers; (D) Call Centers (E) Construction; (F) Assessments; (G) Program Management; (H) Planning and Analysis.

3.1. SUMMARY OF REQUIRED SERVICES

Within the Housing Program contractors will be asked to propose on: (a) Site assessments for potential group sites and placement of temporary housing; (b) Site inspections for potential placement of temporary housing on a disaster applicant's

property; (c) Staging area management and support, including but not limited to, staging operations and staffing; (d) Resources tracking, monitoring, inventory management, transportation, and unit upkeep and maintenance for temporary housing units and/or structures; (e) Installation, deactivation, and removal of temporary housing units; (f) Group site/facility design services for addressing temporary housing; (g) General construction services (e.g. temporary housing of disaster workers or applicants, refurbishment of existing housing units); (h) Program implementation support and management; (i) Limited maintenance of temporary housing units; (j) Housing strategy support (e.g. gather, analyze, and issue recommendations related to short, medium and long term housing solutions); (k) Technical Support Staffing (e.g. assist in identification of housing needs/solutions) to include but is not limited to facility and shelter set-up planning and/or management services.

These services include: a.) hauling and installation of temporary housing units; b.) design and construction of group sites; c.) shelter facility identification, assessment and repair; and, d.) other technical assistance in support of the IA mission.

Within the Mass Care and Sheltering Program the contractor will be asked to propose on; Planning and operational support for Mass Care - The Contractor shall perform any or all (i.e., “turnkey”) aspects of shelter identification, set up, management, operations, and decommissioning. This may include, but is not limited to, the following elements: (a) Facilities, (b) Staffing, (c) Logistics, (d) Operations, and (e) Security.

These services include a) Identify; b) Set up; c) Manage; d) Operate; e) Feeding; f) Bulk distribution; g) Emergency Medical Services; h) Evacuation Support; Special Needs; i) Household Pets and Service Animals; and j) Decommission traditional and/ or non-traditional shelters and/or congregate care facilities in pre-designated, unoccupied, unused facilities or vacant sites.

Within the Disaster Recovery Center (DRC) Support Planning Program the contractor will be asked to propose on; (a) Developing a DRC plan; (b) locate and evaluate the feasibility of DRC sites in a coordinated effort with a FEMA designee; (c) be capable of creating one or more DRCs.

These services include a) Staff Augmentation; b) Security Support; and c) furnishing.

Within the Call Center Program the contractor will be asked to propose on: (a) To develop a plan to cover routine, manufacturer and emergency maintenance (b) To maintain sector call centers to receive maintenance requests from occupants of FEMA owned and operated temporary housing units (b) route maintenance requests to the appropriate maintenance contractor; (c) Collecting and analyzing data on maintenance contractor responsiveness.

These services include a) Establishing and maintaining an 800 or like telephone number; b) documenting and reporting to the COTR daily.

3.2. Program Management

3.2.1. Allocation of Work

There will be four sectors in which contracts will cover all the geographic areas under FEMA's responsibility. Each contract will cover a different sector. Each sector shall be identified by State listings within existing FEMA regions. The sectors were devised so as to make each sector as close to equally potentially profitable based on historical disaster research. Each sector shall be awarded by contract to a prime contractor. FEMA will evaluate all proposals and identify four companies and award each a sector. The backup/alternate company shall begin assisting its prime when the program manager at FEMA has made that decision and will amend the contract at that time. That decision will be based on the size of the disaster the prime is handling, reports received from FEMA personnel as well as the prime, the inability for the prime to fulfill the Performance Requirements Summary based on the Quality Assurance Surveillance Plan. FEMA also reserves the right to allocate work among its employees, other Federal Agencies and multiple contractors in whatever manner it deems necessary to meet the Agency's requirements. Each prime contractor shall be responsible for the sector it was awarded. Each Offeror must propose on a generic sector but include their strengths and weaknesses in relation to a specific sector.

3.2.2. Phase-In

The Contractor will have up to thirty (30) calendar days from date of contract award for a specific sector in which to complete the phase-in process. Phase-in includes submission of a phase-in plan for approval and completion of all activities for administering and implementing the Contractor's technical approach. Phase-in should prepare the Contractor to support and respond to disasters according to the Contractor's technical approach and the performance work statement (PWS) requirements. Given the unpredictable nature of disasters, FEMA reserves the right to activate the Contractor prior to the end of the 30-day period.

By the conclusion of the 30-day phase-in period, the Contractor shall be prepared to:

- a. Field personnel and equipment to adequately respond to work and support at least 3 concurrent and/or simultaneous missions of any size for up to 36 months from the date of activation.
- b. Provide a qualified and capable field management team to work with the Contracting Officer's Technical Representative (COTR) to manage Contractor personnel and resources to meet mission requirements.
- c. A FEMA-Contractor Partnership Launch Meeting will take place in the Washington, D.C. metropolitan area. The purpose of this meeting will be to ensure that there is a common understanding of the work, products and services required. The meeting will

cover the Contractor's overall program management approach, FEMA's expectations, communications, and roles and responsibilities. The Contractor's key personnel shall be represented at the meeting. The backup company shall also have two management personnel present.

3.2.2. Readiness

a. The Contractor shall develop a Readiness Plan. The objective of the readiness plan is to determine how the Contractor shall prepare to deliver services within the scope of this contract for disasters of any size in FEMA sector awarded.

1.0 Readiness Plan. The Contractor shall create an executable Readiness Plan, for FEMA approval within ten days after award, to be delivered as part of the Phase-In process. The objective will be to clearly illustrate the proactive measures that the Contractor will undertake each month:

- 1.1 Milestones and Deliverables** – the Contractor shall provide a detailed description of how they will incorporate their readiness posture, to include tangible deliverables and their milestones. These shall include, but are not limited to, exercises, training, pre-scripted mission plans, partnerships and agreements with subcontractors and any additional tools, capabilities or activities that will provide a strong readiness posture.
- 1.2 Training** -- the Plan shall outline the scope of all readiness training. It will state the titles, and describe the subjects being covered, for each month's training events. It will state why each training event is necessary. It will report the schedule of all the training that will include where, and when, each training event will be held. The Government reserves the right to attend, monitor and participate in any and all training events.
- 1.3 Exercises** -- the Plan shall accurately reflect the schedule of where, and when, all exercises will be conducted. It will describe the reason for conducting each exercise and what value is intended to be gained – included will be a brief description of the exercise scenario. The Plan shall list the job descriptions, grouped by categories and quantities, of Contractor's staff and subcontracting personnel that are required to attend each training and exercise event.
- 1.4 Reporting** -- the Plan shall define a readiness reporting schedule that will include a brief summary of each monthly report's function and the reasons that warrant the creation of each report. Reporting shall include quantities for labor hours, materials and supplies, travel costs, and the costs associated with any subcontractors.
- 1.5 Quarterly Briefing** – the Contractor shall, after 90 days, deliver a quarterly briefing at FEMA Headquarters in Wash., D.C. to descriptively clarify its readiness measures – the Plan shall name the titles, with accompanying job descriptions and responsibilities, of the personnel that will attend.

b. Readiness activities shall include (but are not limited to): ongoing project management and disaster management training for the Contractor's personnel, participation in planning meetings or workshops sponsored by FEMA or State emergency management agencies, exercises, and the development of a playbook.

For proposal purposes within the readiness plan a playbook for use in dealing with different operational situations occurring simultaneously shall be identified. The playbook shall briefly outline a plan that diagrams the various planning and actions necessary so that you have the best opportunity to fulfill the readiness plan. The playbook should show how to execute the fundamental elements and strategies to accomplish a generic task.

After award of a contract you shall maximize the potential to succeed at any task using the proposal playbook as a base and then create a disaster specific playbook based on each awarded task.

The Playbook/s shall include (but are not limited to) cost, census, and geographical data; lists of sub-contractors; risk profiles; prime Contractor assets within the sector (if applicable); and at least three scenarios for meeting disaster requirements with a cost estimate and an analysis of the potential disaster risk exposure for each readiness scenario. The Contractor shall keep the Playbooks current and provide an updated copy to the government on at least a quarterly basis.

c. Once awarded a contract the contractor shall work with the program manager at FEMA and Contracting Officer to make the readiness plan more specific to the awarded sector and how the Contractor will utilize the backup/alternate should that become necessary. The Plan shall include (a) an analysis of disaster risks in the sector to be covered; (b) the personnel, equipment and materials that the Contractor may be required to provide to fill any identified gaps not covered by State, Local, Federal or Tribal entities; and (d) the Contractor's approach for developing and maintaining readiness to respond to disasters with sufficient resources and speed to meet the needs identified as a gap. The Contractor shall propose specific tasks and deliverables for maintaining readiness in the Plan.

3.2.2.4 All of the above in this section will be covered by the Contractor's proposed readiness cost, and all readiness products, Playbooks, plans, analyses and assessments shall be the property of the United States government.

3.2.2.5. The Contractor shall designate points of contact from its program management personnel that will be accessible 24 hours per day, 7 days per week.

3.2.2.6. The Contractor must be available by phone or in person for a pre-planning operations briefing with 12 hours notice, and shall have personnel on-site at a FEMA-specified location in the vicinity of the disaster to meet with the COTR or designee within 48 hours of task order issuance or notice to proceed.

3.2.2.7. The Contractor's monthly contract status report shall include a description of its readiness activities and deliverables that occurred during the reporting period, along with a description of the Contractor's readiness posture.

3.2.3. Small Business

3.2.3.1 Small Business Subcontracting: The proposal shall discuss the Offeror's approach, if needed, to teaming with other large companies or large subcontractors, and the method that will be used to determine small subcontractor support. The proposal shall also include a written subcontracting plan.

3.2.3.1. The Contractor shall use principles and practices of Earned Value Management and Project Management Institute approved standards and practices for all work to be conducted. The Contractor shall best practices, economies of scale, and local subcontractors where feasible to control costs while meeting the goals of FEMA.

3.2.3.2. The Contractor shall develop a Quality Control Plan (QCP) for CO review and approval. The QCP shall outline the processes and procedures that the Contractor will follow to ensure that all tasks and deliverables meet or exceed acceptable quality levels as outlined in the PWS, task order and approved work plan.

The Plan shall include an Acceptable Quality Level Matrix. The plan must specify all items that will be monitored and the methods that will be used for managing all aspects of this program. The Acceptable Quality Level Matrix shall include performance metrics and measures, target performance levels, and methods of surveillance. The Offeror shall describe how problems are identified, tracked, escalated, if needed, and resolved; how resolutions are fed back to the appropriate entities; and how feedback is used to improve contract performance.

3.2.3.3. The Contractor shall make recommendations for the government's Quality Assurance Surveillance Plan (QASP) based on the Contractor's proposed reporting, quality control plan and program management.

3.2.3.4. The Contractor shall provide detailed information on the status of each task or activity that does not meet performance standards, including delivery schedules. The Contractor shall provide further information as requested by COTR, CO or designee.

3.2.4. Personnel

3.2.4.1. Total Management Plan Including Plan for Continuity/Retention of Personnel: The proposal shall demonstrate total management capabilities to support an effort of this magnitude. The proposal shall discuss the Offeror's ability to staff the contract with properly cleared personnel at the beginning of performance and the proposed approach to ensure a smooth and effective staffing for initiation of the work. This shall include plans, procedures, and schedules discussing the Offeror's ability to rapidly provide the appropriate staffing to meet the requirements of the PWS. The proposal shall provide demonstrated evidence that the Offeror has the ability to provide personnel in all labor categories as required and remain always in a readiness posture. The Contractor shall ensure that all personnel, including sub-contractor and consultant personnel, are licensed, registered and insured as required by Federal, state and local laws and regulations for the work being performed.

3.2.4.2. The Contractor's personnel shall be capable of performing requirements over long hours and in physically demanding environments under critical time constraints.

3.2.4.3. Contractor work hours and days of operation shall be sufficient to meet the requirement, mission and objectives as defined by the task order or technical direction from the COTR. Accordingly, the Contractor may be required to perform up to 24 hours per day and 7 days per week, including holidays.

3.2.4.4. The Contractor shall ensure that its personnel are sufficiently trained to meet or exceed performance requirements. The Phase-In and Readiness plans shall include a description of proposed training activities, deliverables, and how the proposed training will help meet performance requirements. Supervisory personnel working at disaster sites shall be Project Management Professional (PMP) certified

3.2.5. Contract Status Reporting

3.2.5.1. The Contractor shall submit hard and electronic copies of a Monthly Contract Status Report to the PMO and the CO by the 15th day of the following month. This report shall provide a summary of the overall contract status for the calendar month covered by the report. It will include:

- (a) Readiness activities, deliverables and a description of the Contractor's overall readiness posture;
- (b) Information on the status of each task order, including the task order number, the name of the Contractor's task order manager, work location, total number of personnel, progress towards completion, deliverables submitted, planned activities for the next month, and problems and proposed corrective actions;
- (d) The financial status of the contract, including dollars obligated (e.g., final vouchers, modifications, and cumulative cost that reach above the established levels);

3.2.5.2. The Contractor shall submit quarterly reports in a user-friendly format. The Report shall document and summarize the results of the Contractor's performance under the contract, including recommendations for better achieving Government objectives under the contract.

3.2.5.3. The Contractor shall propose a reporting system that will provide contract management reports, task order disaster or field operations reports and other required reports. These reports shall be transferred via Microsoft Word,

Microsoft Excel and Microsoft Access, or any other media as determined acceptable by the Government.

3.3. Project and Task Order Management

3.3.1. Contractor shall provide a qualified and capable task order manager to accept technical direction from the COTR within twenty-four (24) hours of task order award.

3.3.2. The Contractor shall attend the Task Order Kickoff meeting to discuss requirements and the Contractor's technical approach. During the Kickoff Meeting, the Contractor shall identify points of contact for reporting quality control issues and provide an organizational chart. Task Order Kickoff meetings are typically scheduled within twenty-four (24) hours of the task order award in the vicinity of the disaster site.

3.3.3. The task order, along with mission priorities and safety, shall have precedence if the contract and the task order set forth different requirements. If such a discrepancy exists, the Contractor shall inform the CO and COTR in writing within three (3) days of the task order's issuance.

3.3.4. FEMA will identify the COTR to serve as FEMA's project manager for each Task Order or assignment. The COTR's responsibilities include, but are not limited to, providing technical direction, disseminating information and coordinating the projects, tasks, and mission requirements.

3.3.5. FEMA will provide workspace for the Contractor's task order point of contact when and if space is available. FEMA does not guarantee space availability for the Contractor's management and support team.

3.3.6. The Contractor shall submit a Daily Task Order Status Report to the COTR or designee covering the previous workday ending at 4:00 PM. This

report shall contain the data listed in Appendix C along with a narrative description of work progress and any significant issues or challenges. The report is due by 7:00AM. This report requirement includes submission of appropriate supporting documentation and is subject to custom changes as defined by the COTR. The required reporting frequency may be reduced by the COTR to meet changing operational requirements.

3.3.7. The Contractor shall submit a Weekly Task Order Status Report to the COTR or designee that covers the task order activities performed between the first Saturday and second Saturday of the previous week (Sat 4:00 PM – Sat 4:00 PM). The report is due by 7:00AM of the first workday following the end of the weekly period. This report shall reflect a cumulative report of all task order activities status for the specific disaster. This includes appropriate supporting documentation and is subject to custom changes as defined by the COTR. The required data elements for this report are provided in Appendix C of this PWS. The data elements and format presented in the Appendix are subject to change through technical direction.

3.3.8. The Contractor shall submit a draft task order-specific Work Plan to the COTR, or designee, for comments within one hundred and twenty (120) hours (5 days) from 4:00 PM (EDT) of the date on which the task order or notice to proceed is issued. The Work Plan shall be developed by the Contractor and approved by the COTR. The Work Plan shall include, but not be limited to: technical approach outlining the method by which the Contractor will meet FEMA's objectives; disaster declaration number; Task Order Assignment number; contract task order number; tasks to be performed; estimate of the hours for each skill/skill level needed; period of performance; deliverables; and the methods that the Contractor will use for quality and cost management and control.

The Work Plan shall also include the process for modifying the Contractor's technical approach. The Contractor shall address the COTR's comments and prepare a final Work Plan for the COTR's approval. The Contractor also shall forward a digital version of the approved Work Plan to the COTR and CO. Work under individual task orders shall be performed in accordance with the Contractor's approved Work Plan. FEMA's use of the Work Plan may include its incorporation into the overall housing strategy. The Work Plan may be shared with other stakeholders. The Work Plan shall provide a time-phased disaster-specific delivery and installation schedule, fully coordinated with the local Disaster Housing Operations (DHOPS) staff and COTR no later than 36 hours after arrival at disaster site.

- 3.3.9. The Contractor shall develop other reports and provide additional information as required by the COTR. The reports must be accurate and consistent with the supporting documentation.
- 3.3.10. The Contractor shall provide a progress report that ties the request for payment to deliverables during the invoice period. The progress report shall be designed to facilitate the government's review of the invoice being submitted. A draft template of the progress report for COTR review shall be submitted within 60 days of the contract award date. This progress report shall be submitted with each invoice.
- 3.3.11. Within the last fifteen (15) calendar days of task order period of performance, or as required by FEMA, the Contractor shall be responsible for participating and supporting the orderly transfer of responsibility for work, records, and Government Furnished Parts (GFP), Government Furnished Equipment (GFE), supplies and materials to the COTR and any Contractor so identified by the COTR.
- 3.3.12. To facilitate the transfer of operation and maintenance responsibilities to a follow-on contractor, the Contractor shall deliver a Phase-Out Plan to the COTR no later than thirty (30) calendar days prior to the end of the task order's period of performance. The Phase-Out Plan shall be subject to Government approval. The Contractor shall maintain and implement this Phase-out Plan to establish cost effective mechanisms that will ensure the orderly transition of task order activities, including organized records and data.
- 3.3.13. Unless provided by the Government, the Contractor shall provide all parts, tools, equipment and vehicles (including fuel and maintenance for equipment and vehicles), supervision and administration.
- 3.3.14. The Contractor is encouraged to propose alternative performance metrics for each task order that are consistent with the mission priorities, objectives, policies, procedures, and programmatic eligibilities identified and/or established by FEMA to measure the work progress in objective terms. The

Contractor's proposed performance metrics may be incorporated into the task order's performance requirements at the discretion of the CO.

- 3.3.15. The Contractor shall develop a system for managing, tracking, and following up on the status of tasks, projects and associated activities consistent with FEMA requirements. The system shall date and timestamp the completed project documentation that is delivered to FEMA.
- 3.3.16. The Contractor shall provide all required documents and data to FEMA in Microsoft Word, Excel, PDF or other formats specified in a task order or through technical direction.
- 3.3.17. The Contractor shall be responsible for obtaining appropriate office space and equipment for the management and support of their team whenever FEMA does not provide adequate space in the JFO or AFO.
- 3.3.18. The Contractor shall provide support for capturing, consolidating, and transferring information for updating FEMA's Disaster Assistance Replacement Assistance Consideration (DARAC) system. All personnel with access to DARAC must be cleared in accordance with Homeland Security Policy Directive 12.
- 3.3.19. The Contractor shall coordinate all Task Order Assignment activities and information with Federal, state, and local governments, private non-profit organizations, and other stakeholders as specified by FEMA.
- 3.3.20. The Contractor shall maintain and submit complete and accurate records, such as reports and logs (daily, weekly, monthly), other recurring operating records, and other documents specified, to also include GFE, as requested by the CO or COTR. The reports shall demonstrate the work performed, and in instances where the Contractor's personnel are performing unrelated work, the summary information shall be organized under the individual Contractor employee or officer's name. When the work or project is

similar in nature or category, the summary information may be grouped together, but all Contractor personnel working on the project shall be identified.

3.4 Mass Care

3.5. Pre-Operations Planning

3.5.1. FEMA may place the Contractor on alert for possible missions using one of three alert categories: amber; orange, or red. The Contractor shall respond to alerts by following these protocols:

3.4.1.1. Amber (“Heads Up”). The Contractor shall take stock of playbooks and all resources necessary to respond. No cost will be incurred by the Government beyond normal readiness.

3.4.1.2. Orange (Warning Order). The Contractor shall prepare to deploy necessary assets. Some costs can be incurred by the Government.

3.4.1.3. Red (Deployment Order). The Contractor shall mobilize resources and deploy within forty-eight (48) hours.

3.4.2. The Contractor shall provide adequate personnel to capture information and begin pre-operations planning within two (2) calendar days of issuance of a task order or notice to proceed.

3.4.3. FEMA will identify, determine, and define the specific mission requirements. This role includes setting the mission priorities, objectives, policies, procedures, and program eligibilities, which may include identifying the eligibility requirements of individuals and households.

3.4.4. In coordination with the FEMA COTR, the Contractor shall capture and thoroughly analyze the various factors that may impact the housing mission.

3.4.5. The purpose of pre-operations planning is to develop an operations plan that accounts for the many factors that may affect the direct housing or mass care mission. The Contractor shall provide this plan to the COTR within five calendar days of task order award or notice to proceed. The plan shall contain the following information:

3.4.5.1. Type of damage and geographical spread of impacted area.

3.4.5.2. Location of the Flood Zones of the geographical area.

3.4.5.3. Weather and road conditions through area where units must travel.

3.4.5.4. Potential location of staging area(s).

3.4.5.5. Identify and initiate contact with points of contact (POCs) for State and local officials with jurisdiction over use of temporary housing, as defined or identified by the FEMA DHOPS Manager or designee.

3.4.5.6. Identify State and local requirements or restrictions which may require additional cost, and time by county and unit type, such as:

a. Placement or zoning restrictions.

- b. Lot boundary restrictions (e.g., setback from road).
- c. Contractor licensing requirements
- d. Permit requirements for placement or installation of temporary housing units.
- e. State or local building inspection requirements.
- f. Utility company requirements for inspection and transfer of service, and deposit requirements.
- g. Requirements for and cost of utility system tap fees.
- h. State or local government and utility company set-up specifications.
- j. Any other State or local requirement that may affect the timely, efficient, and cost-effective installation and occupancy of unit.
- k. Review set-up and maintenance specifications, and compensating for what cannot and should not be waived.
- l. Identify any shortage of materials that are required to set-up created housing units, such as concrete blocks, gas tanks, or heat cable, exterior grade plywood, etc.

- m. Identify possible requirements for portable communication systems for field use by inspectors and maintenance personnel.

- n. Identify and develop a resource list of commercial mobile home parks in the area. With respect to each, gather the following information: number of pads available, pad rental cost, size of pads, utility services, park requirements, and utility connections information. Note: The Contractor is not authorized to negotiate or execute a lease for pads or parks.

3.4.5.7. The plan shall identify the type of units and other alternative housing solutions that could or can be used in the affected area. This requirement includes identifying wind zone, thermal zone, roof load and other pertinent State and local requirements; and other unit installation permits (such as mechanical, electrical, LP gas, septic release, plumbing, etc.).

3.4.5.8. The plan shall identify restrictions on towing of units within the disaster area, to include but not be limited to:

- a. Days and time of travel

- b. Permit requirements

- c. Contractor licensing requirements

- d. Unit escort requirements

3.4.5.9. The plan shall also include a time-phased installation schedule that incorporates all of the above.

3.5. Staging Area Design, Construction and Management

3.5.1. Unit Staging Area Management and Support

3.5.1.1. Staging areas are used to receive units from FEMA Logistics or other sources and coordinate the dispatching of the assets to their intended destinations.

3.5.1.2. The Contractor shall support staging operations, to include unit dispatch, receiving, inspection and shipping preparations.

3.5.1.3. The Contractor shall develop processes and procedures to manage the housing units in the staging area, minimally addressing unit storage, traffic flow, access for inspections, receiving reports and logs.

3.5.1.4. Unit receiving and dispatching must include a process for capturing the bar code serial number, and recording the condition of the unit. When the unit is initially received, the unit is considered out-of service until the unit has been inspected and found to be “fully mission capable” (FMC). The Contractor’s staging personnel shall not dispatch the units until after the units are identified in the staging Unit Availability queue. The units shall be considered as Assigned from the unit availability queue when the staging personnel assigns the units to work orders issued and the installation Contractor is picking up the units. When the units are returned from deactivations the units are considered out of service.

3.5.1.5. The Contractor shall include information on staging area activities, issues, and inventory in its daily and weekly reports. At a minimum, the information shall include:

(a) The number and types of units received and dispatched;

(b) A description of condition of units, including the number of units that are and are not fully mission capable; and

(c) Other disaster specific information as required.

3.5.2. Parts Inventory

3.5.2.1. At FEMA's option, the Contractor may be required to maintain an inventory of spare parts for frequently needed items for repairs to temporary housing units. A shipping container may be provided to the Contractor for storing and maintaining the inventory of spare parts. FEMA will provide a list with the quantities of any parts provided as GFP. The container shall be adapted by the Contractor for storage of parts in a safe, organized, efficient manner that prevents damage to the inventoried items and facilitates counting and tracking of items. This storage shall be at the Contractor's discretion, i.e. shelves, cabinets, storage boxes, etc.

3.5.3. Staging Area Design and Construction

3.5.3.1. The Contractor shall (a) identify and assess prospective staging area sites and (b) design and construct required staging areas as required by task order. The design shall be approved by the COTR prior to commencing work. The design of the staging area may include aggregate surface, filter fabric, security fencing, lighting, sewer, water and electrical service, office space, site layout to include trailer storage placement, traffic flow and guard houses. The area will be designed with security, traffic flow and trailer storage planning taken into consideration.

3.5.3.2. The Contractor shall construct the area in accordance with the approved design.

3.6. Transportation of Housing Units

3.6.1. Unit Transport from storage centers

3.6.1.1. The Contractor's responsibilities include, but are not limited to, all permitting, transportation, labor, and materials to accomplish the following tasks:

- a. Transportation of units from the designated FEMA storage location(s) to the designated staging areas. The Contractor shall pick up the units from the staging areas and deliver them to the appropriate location or installation site in accordance with all Federal, State and local laws. The Contractor shall inspect each unit to ensure that it is fully mission capable (FMC).
- b. The towing operator must be properly licensed and insured to protect the Government's interest. The Contractor is responsible for the permitting, transportation, labor, and materials to accomplish the tasks or function. The Contractor shall provide to FEMA the names of drivers before they arrive at any storage or staging location to take possession of any unit.
- c. The Contractor shall repair any damage incurred to the unit while in transit.
- d. The Contractor is responsible for inspecting the unit prior to moving it from the designated location. Units not FMC shall not be removed from the designated pick up location.

3.6.2. Transport of housing units from staging area to approved site

3.6.2.1. The unit shall be properly placed, positioned and aligned on the site identified by the FEMA designee. If the unit is improperly positioned, the Contractor must reposition the unit at no additional cost by the end of the day following delivery to site. If not, FEMA reserves the right to reassign the unit to another entity or contractor or have the unit repositioned by another party and to charge back the costs to the original Contractor for the repositioning.

3.6.2.2. The towing operator must be properly licensed and insured to protect the Government's interest. The Contractor is responsible for the permitting, transportation, labor, and materials to accomplish the tasks or function.

3.6.3. Unit Transport (TT)

3.6.3.1. Towing the unit shall be from a designated site identified by FEMA to another designated site determined by FEMA. The Contractor is responsible for inspecting the unit prior to moving it from the designated location.

3.6.3.2. The unit shall be properly placed, positioned, and aligned on the site identified by the FEMA designee. If the unit is improperly positioned, the Contractor must reposition the unit by the end of the day following delivery to site. If not, FEMA reserves the right to reassign the unit to another entity or contractor or have the unit repositioned by another party and to charge back the costs to the original Contractor for the repositioning.

3.6.3.3. The towing operator must be properly licensed and insured to protect the Government's interest. The Contractor shall be responsible for the permitting, transportation, labor, and materials to accomplish the tasks or function.

3.6.4. Difficult Site (Heavy Tow or Equipment) for MH/PM/TT and Other Structures.

3.6.4.1. The Contractor shall furnish appropriate equipment that may be needed to place a manufactured home, Park Model, or other prefabricated unit larger than a travel trailer on a designated site. The COTR and/or FEMA project monitor or designee and must pre-approve use of the heavy equipment.

NEW 3.7 WILL BE CALL CENTERS REQUIREMENTS – IDEAS ARE WELCOME

THE REMAINING 3.7 TO THE END WILL BE IDENTIFIED AS APPENDIX A AND WILL BE RENUMBERED - Performance Standards for Temporary Housing Unit Installations, Group Sites and Staging Area Development

3.7. Design, Construction and Installation

3.7.1. General

3.7.1.1. This section includes guidelines for the design and construction of mobile home parks and housing unit installation guidelines at new mobile home parks, existing parks and individual sites.

3.7.1.2. The Contractor shall verify that the protocol for codes and regulations, to be applied to all work, will comply with the following order of precedence: HUD and Federal requirements first (including compliance with Uniform Federal Accessibility Standards); State and local second; manufacturers third; and NCSBCS/ANSI A 225.1, last. In general, any code or regulation that is more stringent than the manufacturer's shall be followed. The Contractor shall coordinate with the appropriate authorities to determine all codes and regulations. When overridden, the Contractor shall verify with the manufacturer that the installation will not void any warranties. If there is an issue with the warranty then the Contractor shall immediately notify the COTR. The Contractor shall not request departures from codes and regulations, or any required standard or direction, without COTR consent.

- 3.7.1.3. Appendix B provides minimum performance standards for unit installations. The Contractor is encouraged to propose alternative materials, designs or methods that meet or exceed the performance requirements by saving time, reducing costs or otherwise advancing FEMA's objectives. Such alternative proposals must be approved by the COTR and CO.
- 3.7.1.4. The Contractor shall be responsible for acquiring all necessary permits.
- 3.7.1.5. Contractor- furnished items that do not meet performance standards, or applicable laws and regulations, shall be replaced by the Contractor at the Contractor's sole expense.
- 3.7.1.6. The Contractor shall observe and comply with all Federal, state and local policies, regulations, and procedures concerning fire, safety, sanitation, security, and possession of drugs, alcohol, and firearms, or other lethal weapons.
- 3.7.1.7. FEMA will assign applicants to the temporary housing units unless otherwise specified in a task order.

3.7.2. Unit Installation at Private and Commercial Sites

- 3.7.2.1. Temporary housing units shall be installed within seventy-two (72) hours of 4:00 PM on the day a work order is issued.
- 3.7.2.2. Site preparation shall be completed within two (2) days of work order issuance. Work orders issued after 4:00pm will be counted toward the

next work day. Site preparations include connection points to all utilities necessary to make a site ready for a housing unit to be installed. If site preparation costs will exceed \$1,000, prior authorization from the COTR is required; if preparation costs will exceed \$2,500, CO approval is required. [Please comment on this threshold.]

- 3.7.2.3. On private sites, temporary housing units should be installed in a way that does not hinder repair to the permanent housing unit on the site. Specifically, water, sewer, and electricity shall not be connected directly into dwelling utility connections that would prevent the dwelling from being occupied, removed, replaced or repaired.
- 3.7.2.4. The Contractor is responsible for supplying all materials and supplies not provided as GFE to install and make the unit ready to occupy. GFE will typically include furnishings, appliances, water heater, furnace, A/C, living kits and other items that are generally provided with the unit.
- 3.7.2.5. When the utilities have been connected by the Contractor, and the Contractor has obtained the proper permits, the Contractor shall contact the COTR or designee to inform the applicant to have the utility company turn on the utilities prior to the make ready date.
- 3.7.2.6. It is the Contractor's responsibility to inform FEMA when unit installation is complete and when the Contractor has completed its assigned connections or hook-up tasks.
- 3.7.2.7. If the utility companies have not completed their connections, the Contractor shall return to the site when the utilities are available to complete installation. The Contractor is responsible for checking the units daily until the utilities are available and the unit is ready, livable, and fully functional.
- 3.7.2.8. The Contractor is responsible for the unit until the unit is assigned or reassigned by FEMA.

3.7.2.9. Site Inspection Work Order

a. Private and Commercial Site Inspection/Assessment

- i. The Request for Site Inspection of private and commercial sites will be provided to the Contractor by 4:00 PM local time on the issuance date. All site requests issued after 4:00 PM will be counted toward the next day. The COTR, or designee, and the Contractor shall coordinate and confirm the issuance time and dates daily. The request may be issued in paper or electronic format. The Contractor is responsible for picking up paper documents by 4:00 PM.
- ii. The Contractor shall provide its feasibility determination for the site to the COTR within seventy-two (72) hours of 4:00 PM on the day the inspection/assessment order is issued.
- iii. FEMA will issue requests for permits in writing to the Contractor. The Contractor shall obtain all required local and state permits. When the permits are obtained the Contractor shall provide a copy to the COTR.
- iv. The Contractor is responsible for submitting the permit request to the local authorities within 48 hours. If the permits can not be obtained in 72 hours of permit request, the Contractor is responsible for providing the COTR or designee with a daily update on the status of the outstanding permit applications.
- v. The Contractor shall provide site inspection reports and land feasibility reports that capture the number of site inspections issued, completed, feasible, non-feasible (site preparation required), non-feasible (rejected), no-contact, pending older than 3 days (past due) and other disaster specific information as required. The reports shall

be broken down by the types of units, county, zip code, type of sites and other disaster specific information as required.

3.7.2.10. Site Inspection

- a. Appointments: The Contractor's inspectors shall make every possible effort to schedule appointments with applicants in advance, rather than making unscheduled visits.

- b. Withdrawal: If the applicant is no longer interested in FEMA housing assistance at the time of the site inspection, the inspector shall indicate in writing the applicant's expressed decision to withdraw, the name of the person, and the person's phone number. This information will be forwarded to the FEMA DHOPS Manager or designee.

- c. No Contact: The Contractor shall make every effort to contact applicants and conduct on-site inspections. If the inspector is unable to make contact with the occupant, the site inspection shall be processed in accordance with the Contractor's approved "No Contact" procedure. The Contractor shall contact applicants who have remained in the disaster area (or nearby), and schedule appointments. The Contractor shall only return as "uninspected", those inspections for which the applicant could not be located after exhaustion of all aggressive efforts within 72 hours. Aggressive efforts include, but are not limited to, phone calls at different times of the day; repeated site visits; contacting neighbors and postal workers, all of which must be on the accompanying documentation. FEMA will provide the applicant's current address and telephone number (provided that a telephone number is given by the applicant) to assist the inspector in locating the applicant. FEMA may contact the applicant to verify and confirm status, and to identify potential trends.

d. Site Inspection Process. FEMA will initiate a Request for Site Inspection, and assign a site control number or reference number. The site inspection shall include the following:

i. Flood Zone. The Contractor shall identify the flood zone of the site and the relevant flood map.

ii. Electric Service. The Contractor shall identify whether the site has electric service, the estimated restoration date if the site lacks service, the source and amperage of the electricity (30A, 50A, 100A, or 200A) and whether a temporary power pole is needed.

iii. Potable Water Service Source. The Contractor will identify the water source and provide information related to the water pump, pressure tank, and electrical service to the well to insure the system is operational. The Contractor will also identify whether the well, if any, has been flooded and if the well has to be tested and approved by the Health Department.

iv. Sanitary (septic or public sewer). The Contractor must identify whether the site is on a septic or public sanitary sewer. The Contractor must identify whether the septic has to be inspected or permitted, and whether it is operational.

v. Accessible Transport and Delivery Route. The site must be accessible to include the route to be taken to deliver the unit. The Contractor must identify the most direct accessible route to be taken to deliver a unit or units.

vi. Accessibility for persons with disabilities, zoning requirements, permits requirements and landowner contact information.

3.7.2.11. Installation Work Order

- a. Installation work orders may be issued as part of a group site development or individually as required by the FEMA designee.
- b. The Contractor shall track installation progress in its daily report, as specified in Appendix C. The Contractor shall supply additional information as requested by the COTR.

3.7.2.12. Installation -- Basic installations, at a minimum, consist of the following tasks, based on the unit model, location, and local requirements. See Appendix A for additional information and performance standards for these tasks.

- a. Basic Installation Site Preparation.
- b. Unit Transport.
- c. Blocking and Leveling.
- d. Anchoring and Securing.
- e. Water Connection.
- f. Sewer/Septic Connection.
- g. Electrical Connection.
- h. Entrance/Exit (Steps or ramps for each entrance)

- i. Gas Connection.
- j. Unit Make-Ready.

3.7.2.12.1. The Contractor shall ensure that each unit meets all quality standards for installation, including completeness. The COTR, or a FEMA designee, will conduct a final inspection of the unit. FEMA may elect to waive such an inspection.

3.7.2.12.2. The Contractor shall perform a walk-through inspection with the occupant. As the units are assigned to potential occupants by FEMA, the Contractor shall perform a move-in inspection with the potential occupant identified by FEMA. The Contractor shall develop and provide information brochures related to occupancy of the unit to the potential occupant.

3.7.2.12.3. The Contractor shall provide a minimum of three (3) sets of keys for all housing units to FEMA.

3.7.2.12.4. The Contractor shall obtain written approval from the local flood zone or flood plain manager and FEMA designee (DHOPS Manager or designee) before installing any unit at a site in a "Flood Zone A" area (100 year Flood Zone).

3.7.2.12.5. The Contractor shall not install any temporary housing unit within a floodway or special flood hazard area (SFHA).

3.7.3. Group Site Design and Construction

3.7.3.1. Group Site Land Assessments

- a. The Contractor shall be responsible for assessing the feasibility of prospective group site locations, and make recommendations in coordination with the Mission Planning Team (MPT).
- b. FEMA will identify the sites to be assessed through a task order or technical direction from the COTR.
- c. The Contractor shall evaluate the same features as in the section “Site Assessments,” unless otherwise specified through technical direction from the COTR or a task order.
- d. The Contractor is responsible for reporting the results of the assessment and feasibility analysis to the COTR within 72 hours of the 4:00 pm cut-off time of the day the work order is issued.

3.7.3.2 Group Site Design

- a. **Construction Materials.** The Contractor shall identify all required construction materials. All construction material purchases shall comply with applicable provisions of FAR Part 25 (48 CFR Part 25).
- b. **Lighting & Facility Illumination.** The Contractor’s design shall identify necessary lighting and illumination systems.
- c. **Fences and Barriers.** The Contractor’s design shall identify fences, barriers and implemented separation mechanisms.

- d. Signs and identification. The Contractor's design shall identify required signs and utilize applicable reflection standards.
- e. Safety & Security management. The Contractor's design shall identify security measures to ensure the safety and security of persons at the site. The Contractor shall coordinate with FEMA and DHS security to ensure the design meets all FEMA requirements for safety and security.
- k. Solid Waste Management. The Contractor's design shall identify any necessary dumpster locations.
- l. UFAS Requirements. Ten percent of the unit pads and parking spaces shall be compliant with UFAS in the Contractor's design, unless otherwise specified through technical direction or a task order.
- m. Non-UFAS Parking: The Contractor's design shall (a) provide two (2) off-street parking spaces per pad; (b) clearly identify parking areas and spaces, which shall be firm and stable in order to serve the parking purpose; (c) provide with adequate drainage; and (d) ensure that each space is at least eight (8) feet wide by twenty (20) feet long with adequate access, maneuvering area, and illumination.
- n. Van Accessible. The Contractor shall provide at least one van-accessible parking space at each bus stop, public area, and mail box area. Each van-accessible parking space shall be at least nine (9) feet wide and identified with a sign using the international van accessible symbol.
- o. Environmental Support. Support FEMA or designee work on any environmental issues. Obtain bonds and permits and begin development (construction) on time. The Contractor shall assess each potential group site for endangered species, historical concerns and check the Superfund

Register. The Contractor shall coordinate with FEMA Regional Environmental Office, to be identified at the kickoff meeting.

- p. Temporary Construction Facilities. The Contractor shall illustrate the location of any proposed temporary office trailers in the design. The Operations Plan shall describe why one or more office trailers are needed and how they will be used.

- q. Conceptual Design Package. The Contractor shall provide to the COTR three copies of a Conceptual Design Package within 24 hours after site approval. This will consist of a conceptual modular unit layout overlaid on an aerial photo, identification of utilities, and preliminary costs.

- r. 50% Design Packages. The Contractor shall provide the 50% Design Package within 3 days of FEMA's approval to develop the site. The design is to be coordinated with State and Local Officials for preliminary approval. A preliminary operations plan must be submitted with the 50% design. The Contractor shall provide to the COTR the following in the Design Package for each site:
 - 1. Site development timeline and time-phased schedule;
 - 2. Resources Strategy;
 - 3. Critical Path;
 - 4. Projected baselines and daily percentages of work completed;
 - 5. Detailed list of Materials and Equipment with quantities;
 - 6. Illustrations of all existing and proposed physical improvements to the site;
 - 7. Points of contact for all Federal, State and local permitting and regulatory authorities required to participate or provide information for this task.
 - 8. A list of all required permits or copies of letters exempting this project from permit requirements.

- r. The Operations Plan may require working in shifts to cover 24 hours per day, 7 days per week, as necessary to meet mission requirements.

- s. Final Design Package (100%). The Contractor's final drawings must be sealed by a professional engineer. The Contractor shall include the final Operations Plan, which shall include a project schedule, phasing strategy and the status of permit applications.

3.7.3.3 Group Site Construction and Unit Installation

- a. The Contractor shall not begin construction until authorized by the Contracting Officer. Once authorized, the Contractor will have 48 hours to mobilize personnel and begin construction.

- b. The Contractor shall complete construction of the group site according to the approved design, operations plan and project schedule. Deviations from the approved design, operations plan and project schedule must be approved by the COTR or CO.

- c. The Contractor shall acquire all necessary permits and coordinate all efforts with government entities as required by Federal, State and local laws and regulations.

- d. Existing Utilities. The Contractor shall coordinate all utility relocation requirements and make payment to the utility companies for all services, fees, and permits required to relocate and re-establish service in an efficient manner. Utility services shall not be interrupted except for brief periods to facilitate cut-ins. The Contractor shall be responsible for all costs related to protecting existing utilities.

- e. Phone and Cable Installation. The Contractor shall coordinate utility installations with the local cable, telephone and other companies providing residential communications service whenever possible. However, this coordination shall not lead to delays that jeopardize the completion of construction within the approved schedule.

- f. Surveys. The Contractor shall lay out the work from the established benchmarks. For each feature of work, field staking shall define area limits such that the COTR can easily determine, without additional surveys, if alignment and/or limit adjustments need to be made.

- g. As-Built Field Survey. An as-built field survey of all utilities shall be conducted after installation to determine the final locations and elevations of utility manholes and hydrants. Final elevations shall be determined for all sewer inverts and castings. Three sets of the as-built field survey drawings showing the locations of all features of the work shall be provided to the COTR.

- h. Final Report. The Contractor shall develop a final report that summarizes the requirement, projected and actual dates for project milestones, major issues and resolutions, and supporting materials. This document shall not exceed fifteen (15) pages (including the table of contents and index pages), and shall be delivered to the CO and COTR at least 10 days before the end of the period of performance, unless otherwise specified through technical direction or a task order.

- i. Final Deliverables: The Contractor shall provide five (5) hard copies (printed material) w/soft copies (CD-ROM) of the final report, final design, as-built drawings and surveys, and other documents as required through technical direction or a task order. All final deliverables for group site construction shall be provided to the COTR before the end of the task order's period of performance

3.7.4. Unit Maintenance

3.7.4.1 Maintenance Areas of Responsibility. The Contractor shall be responsible for maintaining all interior and exterior components of the unit for up to 90 days or longer, at the discretion of the government, which includes, but is not limited to:

- i. Plumbing System.
- ii. Sewage and septic systems.
- iii. Electrical System.
- iv. Heating and Cooling System.
- v. Replacement of Components.
- vi. Entrance/Exit components.
- vii. Appliances

3.7.4.2 Establishment of Procedures. The Contractor shall establish and coordinate maintenance procedures and applicant update procedures. These procedures, including a maintenance request line, need to be in place prior to the first unit installation. The Contractor shall also include procedures for capturing and reporting information on maintenance requests.

3.7.4.3 Maintenance Requests. The Contractor shall establish and operate a maintenance request line with a toll free telephone number for occupants to call and report maintenance problems or check on the status of a maintenance request.

3.7.4.4 Response Time for Routine Maintenance Requests. The Contractor shall respond to routine (non-emergency) maintenance requests within 48 hours. When such 48-hour completion time would expire on Saturdays, Sundays, or holidays, the 48-hour time period shall extend to the following business or work day, as appropriate.

3.7.4.5 Maintenance Needs Identified During Service Calls. When responding to routine maintenance requests, the Contractor shall complete routine maintenance items requested by the occupant even if they are not on the work order.

3.7.4.6 Preventive Monthly Maintenance. Monthly inspections for each installed unit will begin thirty (30) days after unit is made ready for occupancy (RFO). The Contractor shall inspect the interior and exterior for damage and ensure that all components are in working order. The inspection shall include, but is not limited to: gas lines, electrical systems, sewer lines, and water lines. The Contractor shall use the following guidelines for scheduling routine maintenance:

i. The Contractor shall give at least 24-hour advance notice of a scheduled preventive maintenance inspection to the unit occupant.

ii. If the Contractor is unable to contact the occupant after four (4) attempts over a minimum period of forty-eight (48) hours, the Contractor shall notify the COTR and submit documented evidence of attempts to make contact.

iii. The Contractor shall ask the occupant, at the time of the monthly inspection, if there are any maintenance items that they would like to report.

3.7.4.7 Emergency Repairs. Repairs that are necessary to eliminate health, safety or security hazards shall be considered emergency repairs. Emergency repairs shall be initiated within two (2) hours of receipt (24 hours a day, 7 days per week) and the work must be completed as soon as possible. All emergency repair requests received during business hours shall be reported to the COTR immediately. Requests received after business hours shall be reported to the COTR by 10:00 a.m. on the following normal workday. Typical examples of issues that may require emergency repair include:

i. Gas leaks.

- ii. Major water leaks where a shut off valve cannot be located.
- iii. Sewage leak (Health concern).
- iv. No heat (when outside temperature is, or is expected to go below fifty (50) degrees Fahrenheit).
- v. No A/C (when outside temperature is, or is expected to go above eighty (80) degrees Fahrenheit).
- vi. No electricity (excluding local power company failure), or major electrical malfunction.

3.7.4.8 Unit Refurbishment. The Contractor shall clean and refurbish units for re-occupancy. "Refurbishment" means restoration of the unit to "like new" condition, with the exception of reasonable wear and tear. Refurbishment may include, but is not limited to: (a) all items covered under the Contractor's maintenance responsibilities, (b) repair or replacement of broken or faulty equipment, systems or furniture, (c) repair or replacement of finish materials such as carpet and trim, and (d) cleaning floors, kitchens, bathrooms, and appliances to typical residential lease standards. [note: we'll see if we can find a common, published standard on cleaning]

3.7.4.9 Reporting. Contractor shall establish and maintain maintenance records for every structure identified in the task order. Maintenance records shall include emergency service calls issued, issued today, pending (on schedule), completed; routine maintenance and inspections issued, pending (on schedule), pending (overdue), completed, and other disaster specific information as required.

3.7.4.10 The Contractor shall provide maintenance information in its daily report, as specified in Appendix C, along with a narrative summary of maintenance activities and issues in its weekly report.

3.7.4.11 During the last fifteen (15) calendar days of task order performance, or as required by FEMA, the Contractor shall be responsible for participating and supporting the orderly transfer of responsibility for work, records, and Government Furnished Parts (GFP), Government Furnished Equipment (GFE), supplies and materials to the COTR and any Contractor so identified by the COTR.

3.7.5. Group Site Maintenance

3.7.5.1 Infrastructure Maintenance. The Contractor shall be responsible for maintenance and upkeep of the group site. This includes the service and inspection of utility systems, buildings, roads, and other structures. The Contractor shall propose an inspection schedule for the purpose of detecting incipient failures and performing maintenance.

3.7.5.2 Landscape Maintenance. The Contractor shall propose a schedule for mowing, trimming and snow removal as required under a task order.

3.7.5.3 Solid Waste. Dumpster service shall be provided as required under a task order.

3.7.5.4 During the last fifteen (15) calendar days of task order performance, or as required by FEMA, the Contractor shall be responsible for participating and supporting the orderly transfer of responsibility for work, records, and Government Furnished Parts (GFP), Government Furnished Equipment (GFE), supplies and materials to the COTR and any Contractor so identified by the COTR.

3.7.6 Deactivation and Unit Realignment

3.7.6.1 Unit deactivations include the following:

- a. Interior Preparation: The interior fixtures, equipment, and furnishings of the unit shall be properly secured to prevent additional damages to the unit interior.
- b. Exterior Preparation: The exterior of the unit shall be secured.
- c. Cleaning and Fumigation: The temporary housing unit shall be completely cleaned, mopped, vacuumed, and fumigated.
- d. Abandoned Personal Items: Abandoned personal effects shall be neatly bagged and tagged for identification. The Contractor shall provide an inventory of all personal effects that have been bagged and tagged. Furthermore, the Contractor shall provide three copies of the inventory which shall be distributed as follows: (1) Copy to remain with bagged and tagged personal effects, (2) Copy to be provided to FEMA Logistics when the trailer is turned in, (3) Copy to be provided to COTR as part of the Contractor's Activity Records for the unit. The neatly tagged bags shall be placed in the unit's main bedroom.
- e. Winterization: All water shall be removed from the system and all lines cleared.
- f. The Contractor shall deactivate, remove, and transport units to locations identified by FEMA as directed by the COTR within 7 days after deactivation issuance date. The Contractor must comply with all applicable laws and regulations for transporting the unit.
- g. The area immediately surrounding the unit shall be cleared of all material, equipment and detritus so that nothing shall be left overnight. At the time of deactivation, the Government shall consider this material scrap

and the responsibility of the Contractor. The Contractor shall take the title to this material. All site holes shall be properly filled and tamped at time of deactivation.

3.7.6.2 Emergency Deactivation:

- a. Emergency deactivations may be required to eliminate a serious health, safety, or security hazard. Emergency deactivations require COTR or CO approval.
- b. Cleaning and/or repairs associated with emergency deactivations may be performed at the site where the unit was installed or at a Contractor staging area.
- c. The Contractor shall initiate emergency deactivation within six (6) hours of receipt (24 hours-a-day, seven (7) days per week) of an emergency request and complete the work within 24 hours of work order issuance.

3.7.6.3 Unit Reposition:

- a. "Reposition" is the movement of the installed unit to a different position on the same site. The Contractor must use the same material used in the original installation to reposition the temporary housing unit, as long as the material is in good sound condition.
- b. The Contractor must have all appropriate permits and licenses within three (3) days of issuance of the work order.
- c. The occupant shall not be displaced overnight without prior COTR authorization.

3.7.6.4 Unit Relocation:

- a. "Relocation" is the movement of the installed unit from one site to another.
- b. The Contractor must have all appropriate permits and licenses within 3 days of issuance of the work order.
- c. Complete deactivation or unit pick-up and installation of the unit shall be completed within the same day.
- d. The occupant shall not be displaced overnight without prior COTR authorization.

3.7.7. Facility Renovation, Construction and Maintenance Services

3.7.7.1 The Contractor shall expeditiously construct or renovate facilities for use as shelters, Disaster Recover Centers (DRCs) or other functions that support the IA mission as required in a task order. The Contractor shall submit a proposed design and project schedule for COTR approval. The Contractor may proceed with construction or renovation when (a) the design and project schedule have been approved and (b) the COTR or CO provides a notice to proceed.

3.7.7.2 Sanitation. The Contractor may be required to trash and debris at a facility used to support the IA mission.

3.7.7.3 Grounds Maintenance. The Contractor may be required to provide lawn service, snow removal and other grounds maintenance services at facilities that support the IA mission.

3.7.7.4 Pest Control Service. The Contractor may be required to provide pest control services at facilities that support the IA mission.

3.7.7.5 On-Site/Facility Restoration Services and Support. The Contractor may be required to provide deactivation services at facilities used to support the IA mission. This includes but is not limited to cleaning debris, making appropriate repairs and removal of government property.

3.7.8 Other Technical Support

3.7.8.1 Base Camps. The Contractor may be required to develop a Base Camp to house his workforce or disaster victims, per disaster-specific guidance. If a Base Camp is required the Contractor shall work with local authorities to provide one or more base camps and lay down yards for their personnel near the vicinity of the impacted area.

3.7.8.2 The Contractor may be required to provide logistical and transportation services to support the bulk distribution of emergency relief items.

3.7.8.3 The Contractor may be tasked to provide other logistical, transportation, engineering, design, construction and technical services in support of the IA mission.