# SECTION C – STATEMENT OF WORK

***\*Note that this sample has been revised from the source document on the Government Point of Entry as necessary to align formatting and applicable FAR procedures.\****

## INTRODUCTION

The U.S. Department of Agriculture (USDA) Forest Service (FS) seeks a qualified Contractor with expertise and experience in conducting assessment, survey, and/or outreach inquiries which inform the development of strategic actions and goals related to public and community outreach and engagement with federal agencies.

The Contractor will propose next steps to enable the Rocky Mountain Region’s (Region) impact on communities through outreach and engagement strategies and actions. The contract’s focus is to assess the current level and types of activities to inform a recommendation for how the Region can advance this priority. The contract will identify existing tools and resources as well as what might be needed to advance progress on the Community Connections priority through the definition of a Region wide Framework of Engagement.

## BACKGROUND

The Rocky Mountain Region is comprised of five states, eleven national forests and grasslands. The Region serves people along a spectrum ranging from urban centers to rural communities. The Rocky Mountain Region supports three priority outcome goals: Restore and Maintain Resilient Landscapes; Connect with Communities; and Improve Lives. Connecting with Communities is fundamental to the agency mission, it is about our future and our relevance.

The Forest Service shares common goals/interests with other organizations. What is the Forest Service missing in our communities and how can we show up? Earnest engagement is the key.

Deputy Chief Lenise Lago recently made the following statement about internal engagement: *You’re hearing a lot about employee engagement. But what is it and does it really make any difference? I've come to believe that the era of “telling” employees—either through word of mouth, letters of instruction, emails, or even texts—does not have the same long-lasting impact as “engaging” employees around what matters to them. Whether it is around safety, how the Forest Service contributes to improving lives over the next 100 years, or making sure we eliminate all forms of harassment in the workplace, engaging one another helps create ownership which is critical to making long-lasting change.*

*Engagement matters!*

The same is true of external engagement with communities within the Region. Earnest engagement is the key. “Telling” communities—via letters, emails, or even traditional public meetings—may no longer be enough. Engaging communities helps create ownership which is critical in seeking informed and relevant decisions showing up in communities in ways they need us.

We additionally recognize that research shows: *(source Penn State, Why Community Engagement Matters)* *Citizens are ‘engaged’ when they play a meaningful role in the deliberations, discussions, decision-making and/or implementation of projects or programs affecting the*

*Accordingly, organizational and government leaders need to broaden the way they see their responsibilities to include roles as facilitator, supporter, collaborator, and empower of citizens and stakeholders.* *This change requires letting go of some of the traditional reins of power and trusting that citizens can and will effectively engage in the issues. The result is a partnership(s) that is nearly always healthy for a community and can more effectively address the issue or problem.*

While research regarding the benefits and importance of community engagement varies, several key opportunities are commonly identified. Among these are:

* + - Increase the likelihood that projects or solutions will be widely accepted. Citizens who participate in these processes show significant commitment to help make the projects happen.
    - Create more effective solutions. Drawing on local knowledge from a diverse group creates solutions that are practical and effective.
    - Improve citizens’ knowledge and skills in problem solving. Participants learn about the issues in-depth. Greater knowledge allows them to see multiple sides of the problem. Citizens can practice communication and decision-making skills.
    - Empower and integrate people from different backgrounds. Groups that feel ignored can gain greater control over their lives and their community. When people from different areas of the community work together, they often find that they have much in common.
    - Create local networks of community members. The more people who know what is going on and who are willing to work toward a goal, the more likely a community is to be successful in reaching its goals.
    - Create several opportunities for discussing concerns. Regular, on-going discussions allow people to express concerns before problems become too big or out of control.
    - Increase trust in community organizations and governance. Working together improves communication and understanding. Knowing what government, community citizens and leaders, and organizations can and cannot do may reduce future conflict.

In addition, it is believed by the Forest Service that a well-designed engagement effort allows you to identify and understand:

* + - Differing values and priorities
    - Differing frames, or ways citizens view the community or a particular project
    - Various alternatives and consequences
    - Perceptions of benefits and risks
    - Different ideas and potential solutions and actions

## CONTRACT GOAL

Develop a Regional Framework for Engagement for Connecting with Communities. The goal of the Framework is to: Enable the region to more strategically build relationships and strengthen the social fabric of our agency within communities, which allows for better, more collaborative decisions and available information affecting all people.

## CONTRACT OBJECTIVE

Provide a third-party assessment, evaluation and suite of recommendations (i.e. Framework for Engagement) which will:

* + - Inventory and evaluate existing internal programs to determine where we are spending our resources (time and funding). Inventory and assessment is focused on internal (Forest Service employees) however a lesser emphasis will be placed on inventorying external (non-Forest Service)/partner perspectives.
    - Utilize an evaluation criteria to evaluate existing programs, activities and efforts.
    - Assess the degree to which the region is accomplishing agency objectives such as youth, shared stewardship with state partners, connections to rural communities, environmental justice, etc. (agency and regional objectives will be provided to the contractor for the assessment).
    - Evaluate where the Region has gaps and opportunities.
    - Inform the region regarding key audiences (communities of people) to connect with and identify tactics/activities that can be pursued (i.e. Framework for Engagement).

The work completed under this contract will facilitate the continued growth of *Community Connections* across the Rocky Mountain Region*,* by broad region-wide implementation, asset/resource identification and development, and external partner engagement.

## PERIOD OF PERFORMANCE

The period of performance for this contract will be from date of award and will be enforce for one year.

## TYPE OF CONTRACT

One (1) firm fixed price single award task order.

## PLACE OF PERFORMANCE

The contractor shall conduct data collection at locations as required within Region 2 and at the contractors facilities. The Rocky Mountain Regional Office is located at: 1617 Cole Blvd, Lakewood CO 80401.

## CONTRACT TASKS

Through public and community outreach and engagement expertise and experience the Contractor shall provide:

TASK 1: PROJECT MANAGEMENT

#### General

* 1. The Contractor shall be responsible for project management for this effort including, but not limited to:
     1. Meeting performance standards.
     2. Enforcement of Government determined deadlines included in the Deliverables Table and in the Contractor’s project plan.
     3. Coordinating and communicating with the FS Project Manager and COR.
     4. Monitoring and reporting on status.
  2. The Contractor shall prepare a project plan for conducting the work. A draft project plan shall be delivered to FS within five business days of the kickoff meeting. A final project plan shall be delivered within five business days of receipt of FS comments on the draft.
  3. The Contractor shall ensure that all deliverables for all tasks under this contract are complete, accurate and delivered according to established schedules and are provided to the Government for review, comment, and acceptance.

#### Quality Assurance

* 1. The Contractor shall document and conform to quality standards and best practices.
  2. The Contractor shall identify and remedy quality issues in a timely manner.

#### Reporting

* 1. The Contractor shall prepare and submit a monthly status report within 5 business days of the last business day of the preceding month to the COR. The Contractor shall include in its report any areas of concern.

TASK 2: COLLECTION AND EVALUATION OF DATA - Establish A Baseline through Inventory and Evaluation of Existing Rocky Mountain Region Programs, Staff, Functions, and Activities

* 1. The Contractor will determine where the Forest Service has spent time and energy with regard to connecting with communities.
  2. The contractor will perform an inventory of functions and activities the Forest Service has undertaken in the past, and address the utilization of the staff associated with the functions and activities (i.e. establish a baseline). This could include but not be limited to efforts toward conservation education, youth engagement, youth corps, every kid in a park initiative, Smokey Bear campaign, Woodsy Owl campaign, public information, public outreach, tribal engagement, underserved/underrepresented populations, and urban/community outreach.
  3. The Contractor shall create evaluation criteria based on survey development experience and through discussion with the Project Manager on needs and intent of the inventory data. The Contractor may utilize telephone and/or web based tools (e.g. Survey Monkey, through the use of any web-based tool would be up to the Contractor) to collect and analyze data.
  4. The contractor will assess the current activities and create an evaluation criteria and evaluate existing programs/activities based on the contractor’s survey and outreach/engagement expertise.
  5. The Contractor shall conduct individual interviews with FS employees (estimated at 50- 75 interviews). A list of initial interviewees will be provided to the Contractor with 5 business days of the award. Through the initial round of interviews, the Contractor may identify additional people to interview which will be approved by the FS Project Manager. The Project Manager will provide and/or approve a second round of interviewees within 10 business days after the award. The Contractor will assess the findings to provide a recommendation on whether the current activities are accomplishing regional objectives through the development of an electronic report that will be provided as a recommendation to the FS Project Manager and FS Regional Leadership.
  6. The contractor will provide preliminary recommendations on how best to garner input for the inventory. The results of the inventory analysis will:
     + Provide leadership with a snap shot of the work currently being done within the region.
     + Help to identify our current strengths and weakness.
     + Identify gaps and opportunities to better connect with communities of interest and place, and propose preliminary recommendations for moving forward from the baseline.

TASK 3: DEVELOPMENT OF TOOLS - Collect External (non-Forest Service) Input and Insight on Gaps, Needs, and Opportunities

* 1. The Contractor shall determine where we have gaps with external parties and where there may be opportunity to reach other priority audiences. The Contractor will collect feedback and input from some targeted external individuals and/or groups (estimated at 10-20 external groups). The list of external partners will be provided to the Contractor.
  2. The Contractor will determine how best to garner input, such as focus roundtable discussions and/or individual interviews. The method for collecting input will be approved by the FS Project Manager as part of the Project Plan. Changes to the method for collecting input may be made after the assessment of internal Forest Service impact.
  3. The contractor shall schedule, conduct and document findings from internal and external interviews/surveys in accordance to the performance work statements.

TASK 4: DESIGN OF AN EXECUTION PLAN - Develop a Rocky Mountain Region Community Connections Framework for Engagement.

* 1. The Contractor shall develop a proposed Rocky Mountain Region Community Connections Framework for Engagement. The Framework developed by the contractor would be based on the results of the inventories previously conducted.
  2. The contractor will recommend solutions based on current and ongoing activities and provide insight on external gaps where new audiences can be reached and new sources of external feedback.
  3. Components of the Framework should include the identification of various “audiences” and tools, tactics, and activities for reaching those audiences.
  4. The Contractor shall prepare a draft Framework by the timeframes identified in the Project Plan. A final proposed Framework shall be delivered within fifteen business days of receipt of FS comments on the draft. The Framework will be delivered electronically in Microsoft Word and Adobe PDF with 10 printed copies.

# SECTION D – PACKAGING AND MARKING

There are no clauses or provisions in this section.

# SECTION E – INSPECTION AND ACCEPTANCE

## INSPECTION PROCEDURE:

Inspection procedures are covered in 52.212-4 Contract Terms and Conditions – Commercial Items (JAN 2017) under (a) Inspection/Acceptance.

## ACCEPTANCE:

Workmanship shall be of an acceptable quality such as would be found in a business office visited by the general public and meet the acceptable quality level (ACL) listed in summary.

## FAR 52.246-4 Inspection of Services - Fixed-Price. (AUG 1996)

* + 1. *Definition:* "Services," as used in this clause, includes services performed, workmanship, and material furnished or utilized in the performance of services.
    2. The Contractor shall provide and maintain an inspection system acceptable to the Government covering the services under this contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to the Government during contract performance and for as long afterwards as the contract requires.
    3. The Government has the right to inspect and test all services called for by the contract, to the extent practicable at all times and places during the term of the contract. The Government shall perform inspections and tests in a manner that will not unduly delay the work.
    4. If the Government performs inspections or tests on the premises of the Contractor or a subcontractor, the Contractor shall furnish, and shall require subcontractors to furnish, at no increase in contract price, all reasonable facilities and assistance for the safe and convenient performance of these duties.
    5. If any of the services do not conform with contract requirements, the Government may require the Contractor to perform the services again in conformity with contract requirements, at no increase in contract amount. When the defects in services cannot be corrected by re-performance, the Government may -
       1. Require the Contractor to take necessary action to ensure that future performance conforms to contract requirements; and
       2. Reduce the contract price to reflect the reduced value of the services performed.
    6. If the Contractor fails to promptly perform the services again or to take the necessary action to ensure future performance in conformity with contract requirements, the Government may -
       1. By contract or otherwise, perform the services and charge to the Contractor any cost incurred by the Government that is directly related to the performance of such service; or
       2. Terminate the contract for default.

(End of clause)

# SECTION F – PERFORMANCE

## PERFORMANCE REQUIREMENTS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Perf Std #** | **Required Services** | **Performance Standards** | **Acceptable Quality Level (AQL)** | **Monitoring Method** |
| PS-1 | Communicate with FS Project Manager biweekly. | FS Project Manager is knowledgeable of progress made on biweekly basis, and schedule of deliverables and any issues that arise to meeting deadlines. | 95% compliance is required for customer satisfaction and performance | Feedback via FS Project Manager will be provided to the Contractor if deviation from the standard is observed. FS Project Manager will document deviation from the standard and provide deviation to the Contractor to resolve. |
| PS-2A | Develop and finalize reports of findings and recommendations. | Reports are delivered IAW the project plan and requirements. Reports are thorough, accurate, actionable, professional and free of errors. | 95% compliance is required for customer satisfaction and performance | Feedback via FS Project Manager will be provided to the Contractor if deviation from the standard is observed. FS Project Manager will document deviation from the standard and provide deviation to the Contractor to resolve. |
| PS-2B | Develop and finalize reports of findings and recommendations. | Reports support findings using reference citations with corroborating facts or documentation. | 95% compliance is required for customer satisfaction and performance | Feedback via FS Project Manager will be provided to the Contractor if deviation from the standard is observed. FS Project Manager will document deviation from the standard and provide deviation to the Contractor to resolve. |
| PS-2C | Develop and finalize reports of findings and recommendations. | Reports are submitted within the defined period(s) of performance. | 95% compliance is required for customer satisfaction and performance | Feedback via FS Project Manager will be provided to the Contractor if deviation from the standard is observed. FS Project Manager will document deviation from the standard and provide deviation to the Contractor to resolve. |

## DEFINITIONS

**ACCEPTABLE QUALITY LEVEL (AQL).** The maximum allowable deviation from perfect performance that may occur before the Government will invoke payment deduction. An AQL does not allow a contractor knowingly to offer defective service, but limits reduced payment to circumstances in which defective performance results in a measurable reduction in the value of services rendered.

**DEFECTIVE SERVICE.** A unit of service which contains one or more defects, or nonconformance with specified requirements.

**CONTRACTING OFFICER (CO) –** A Government personnel with the authority to bind the government in a contract.

**CONTRACTING OFFICER’S REPRESENTATIVE (COR).** A Government person appointed by the contracting officer to help the contracting officer with contract administration and surveillance.

**CUSTOMER FEEDBACK –** Customer feedback is firsthand information from the actual users of the service.

**GOVERNMENT INSPECTOR**. A Government person responsible for surveillance of contractor performance.

**PERFORMANCE REQUIREMENTS SUMMARY (PRS).** Identifies the key service outputs of the contract that will be evaluated by the Government to assure contract performance standards are met by the contractor.

**QUALITY ASSURANCE**. Those actions taken by the Government to assure services meet the requirements of the Performance Work Statement (PWS).

**QUALITY ASSURANCE SURVEILLANCE PLAN (QASP).** An organized written document used for quality assurance surveillance. The document contains specific methods the Government will use to perform surveillance of the contractor.

**QUALITY CONTROL.** Those actions taken by a contractor to control the performance of services so that they meet the requirements of the Performance Work Statement (PWS).

**QUALITY CONTROL PLAN (QCP)** – A quality control plan is a plan developed by the contractor for its internal use to ensure that it performs and delivers high- quality service.

**RANDOM SAMPLING.** A sampling method in which each service output in a unit has an equal chance of being selected.

## FAR 52.252-2 Clauses Incorporated by Reference. (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): <http://farsite.hill.af.mil/>

(End of clause)

### FAR. 52.242-15 Stop-Work Order. (AUG 1989)

**FAR 52.242-17 Government Delay of Work. (APR 1984)**

## F.5 AGAR 452.211-74 Period of Performance. (FEB 1988)

The period of performance of this contract is from date of award and continue for 365 days. (End of Clause)

## TABLE OF DELIVERABLES

The following table includes deliverables and expected due dates. Deliverables shall be provided electronically in a Microsoft Word Windows 7.

|  |  |  |
| --- | --- | --- |
| **Task #** | **Deliverable** | **Due Date** |
| 1.2 | Draft Project Plan | Within 5 business days of the kickoff meeting |
| 1.2 | Final Project Plan | Within 5 business days or receipt of FS comments |
| 1.6 | Monthly Progress Report | Within 5 business days of the last business day of the month |
| 2.3. 2.4 | Proposed evaluation criteria and methods to collect inventory data | Within 5 business days of the kickoff meeting |
| 2.5, 2.6 | Draft Assessment Report and Internal Inventory Summary Recommendation | Within 30 business days of the kickoff meeting, or sooner |
| 2.6, 2.6 | Final Draft Assessment Report and Internal Inventory Summary Recommendation | Within 10 business days after receipt of FS comments |
| 4.1, 4.2,  4.3, 4.4 | Draft Rocky Mountain Region Framework for Engagement | Within 60 business days of the kickoff meeting,  or sooner |
| 4.1, 4.2,  4.3, 4.4 | Final Rocky Mountain Region Framework for Engagement | Within 10 business days after receipt of FS comments |