QUALITY ASSURANCE SURVEILLANCE PLAN

Version – March 2026

1. PURPOSE.

This Quality Assurance Surveillance Plan (QASP) provides a systematic method to evaluate performance for the stated contract. This QASP explains the following:

- What will be monitored.
- How monitoring will take place.
- Who will conduct the monitoring.
- How monitoring efforts and results will be documented.

This QASP does not detail how the contractor accomplishes the work. Rather, the QASP is created with the premise that the contractor is responsible for management and quality control actions to meet the terms of the contract. It is the Government's responsibility to be objective, fair, and consistent in evaluating performance. In addition, the QASP should recognize that unforeseen and uncontrollable situations may occur.

This QASP is a "living document" and the Government may review and revise it on a regular basis. However, the Government shall coordinate changes with the contractor. Updates shall ensure that the QASP remains a valid, useful, and enforceable document. Copies of the original QASP and revisions shall be provided to the contractor and Government officials implementing surveillance activities.

The following FAR clauses may apply depending on contract type:

52.246-4 Inspection of Services – Fixed-Price

This QASP defines the roles and responsibilities of all members of the FEMA integrated project team (IPT), identifies the performance objectives, defines the methodologies used to monitor and evaluate the contractor's performance, describes quality assurance documentation requirements, and describes the analysis of quality assurance monitoring results.

Performance Management Approach

1.1.1 The PWS structures the acquisition around "what" service or quality level is required, as opposed to "how" the contractor should perform the work (i.e., results, not compliance). This QASP will define the performance management approach taken by Logistics Management Directorate (LMD)/ Transportation Management Division (TMD) to monitor and manage the contractor's performance to ensure the expected outcomes or performance objectives communicated in the PWS are achieved. Performance management rests on developing a capability to review and analyze information generated through performance assessment. The ability to make decisions based on the analysis of performance data is the cornerstone of performance management; this analysis yields information that indicates whether expected outcomes for the project are being achieved by the contractor.

1.1.2 Performance management represents a significant shift from the more traditional quality assurance (QA) concepts in several ways. Performance management focuses on assessing whether outcomes are being achieved and to what extent. This approach migrates away from scrutiny of compliance with the processes and practices used to achieve the outcome. A performance-based approach enables the contractor to play a large role in how the work is performed, if the proposed processes are within the stated constraints. The only exceptions to process reviews are those required by law (federal, state, and local) and compelling business situations, such as safety and health. An "outcomes" driven approach provides the contractor flexibility to continuously improve and innovate over the course of the contract if the critical outcomes expected are being achieved and/or the desired performance levels are being met.

Performance Management Strategy

1.1.3 The contractor is responsible for the quality of all work performed. The contractor measures that quality through the contractor's own quality control (QCP) plan. QC is work output, not workers, and therefore includes all work performed under this contract regardless of whether the work is performed by contractor employees or by subcontractors. The contractor's QCP will set forth the staffing and procedures for self-inspecting the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the PWS. The contractor will develop and implement a performance management system with processes to assess and report its performance to the designated government representative. The contractor's QCP will set forth the staffing and procedures for self-inspecting the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the PWS. This QASP enables the government to take advantage of the contractor's QC program.

1.1.4 The government representative(s), chiefly the Contracting Officer Representative (COR), will monitor performance and review performance reports furnished by the contractor to determine how the contractor is performing against communicated performance objectives. The government will make determinations regarding performance
measurement metric data outlined in the Key Performance Parameters (KPP's) and notify the contractor of those decisions. The contractor will be responsible for making required changes in processes and practices to ensure performance is executed effectively.

2. GOVERNMENT ROLES AND RESPONSIBILITIES.

The following personnel shall oversee and coordinate surveillance activities.

a. Contracting Officer (CO) - The CO shall ensure performance of all necessary actions for effective contracting, ensure compliance with the contract terms, and shall safeguard the interests of the United States in the contractual relationship. The CO shall also ensure that the contractor receives impartial, fair, and equitable treatment under this contract. The CO is ultimately responsible for the final determination of the adequacy of the contractor's performance.

Assigned CO: Edward Ruud
Organization or Agency: Office of Chief Procurement Officer – Incident Support Branch
Telephone: 202-705-8436
Email: Edward.Ruud@fema.dhs.gov

b. Contracting Officer's Representative (COR) - The COR is responsible for technical administration of the contract and shall assure proper Government surveillance of the contractor's performance. The COR shall keep a quality assurance file. At the conclusion of the contract or when requested by the CO, the COR shall provide documentation to the CO. The COR is not empowered to make any contractual commitments or to authorize any contractual changes on the Government's behalf. The contractor shall refer any changes they deem may affect contract price, terms, or conditions to the CO for action.

Assigned COR: Brian Smith
Telephone: 202-919-1632
Email: Brian.Smith@fema.dhs.gov

c. Other Key Government Personnel – Sekou Owens Sr.
Title: Alternate Contracting Officer's Representative (ACOR)
Telephone: 771-208-9725
Email: Sekou.Owenssr@fema.dhs.gov

3. CONTRACTOR REPRESENTATIVES:

The following employees of the contractor serve as the contractor's representatives for this contract. <Communication should occur with them during QASP development. It will help if they review the draft QASP and accept the final version.>

a. Program Manager - <upon award, enter name>
Telephone: <enter number>
Email: <enter address>

b. Task Manager - <upon award, enter name>
Telephone: <enter number>
Email: <enter address>

c. Other Contractor Personnel - <upon award, enter name or delete these lines if not applicable>
Title: <enter title>
Telephone: <enter number>
Email: <enter address>

4. PERFORMANCE STANDARDS.

Performance standards define desired services. The Government performs surveillance to determine if the contractor exceeds, meets or does not meet these standards.

The Performance Requirements Summary, paragraph 10.0 in the Performance Work Statement includes performance standards. The Government shall use these standards to determine contractor performance and shall compare contractor performance to the Acceptable Quality Level (AQL).

The Government shall use the Contractor Performance Assessment Reporting System (CPARS). This system will be used to document meeting, exceeding, or failing to meet performance standards at the end of each performance period.

5. INCENTIVES/DISINCENTIVES

The Government shall use CPARS ratings as incentives. Incentives shall be based on exceeding, meeting, or not meeting performance standards. If stakeholders' surveillance indicates non-compliance with performance standards as contained in the QASP table, the sub-standard performance may be reflected in the Contractor's CPARS review. Information about incentives can be found in Section 10 of the PWS of the contract.

Positive Incentives:
Bonus or Incentive Program: a bonus or incentive shall be tied to meeting or exceeding performance metrics. Manufacturing phase could receive a bonus for achieving a high production efficiency, shipping phase could be rewarded for consistently delivering homes on time and installed ahead of schedule and or on time.

The Government shall use CPARS ratings as incentives. Incentives shall be based on exceeding, meeting, or not meeting performance standards.

Disincentives:
Performance Improvement Plans: areas where performance falls below the established standards, implement performance improvement plans that outline specific steps to address deficiencies. These plans should have clear objectives and timelines for improvement.

If stakeholders' surveillance indicates non-compliance with performance standards as contained in the QASP table, the sub-standard performance may be reflected in the Contractor's CPARS review. Information about incentives and disincentives can before found in Section 10 of the PWS.

The Government may assess a disincentive for substandard performance related to missed deadlines,

customer complaints, equipment failure, etc. Any performance disincentive payments will be deducted directly from the Contractor's approved monthly compensation. Disincentive amounts are strictly compensatory to offset the Government's cost of re-inspection and administrative burden, not punitive.

Non-compliance to contract standards will be corrected at no cost to the government.

6. METHODS OF QUALITY ASSURANCE SURVEILLANCE.

PERIODIC INSPECTION. Use a comprehensive evaluation of selected outputs. Inspections may be unscheduled, as required.

CUSTOMER COMPLAINTS. Relies on the user of the service to identify deficiencies. Complaints are then investigated and validated. Highly applicable to services provided in quantity and where quality is highly subjective.

100% INSPECTION. Evaluates all outputs. Most applicable to small quantity, but highly important services. May be used where there are written deliverables and stringent requirements such as tasks required by law, safety, or security.

PERIODIC SAMPLING. Variation of random sampling. However, samples are only taken when a deficiency is suspected. Good follow-up to MIS analysis. Sample results are applicable only for the specific work inspected. Since sample is not entirely random, it cannot be applied to total activity performance.

RANDOM SAMPLING. Designed to evaluate the outputs of the award requirement by randomly selecting and inspecting a statistically significant sample. Highly recommended for large quantity repetitive activities with objective and measurable quality attributes.

a. Monitoring Forms

The government's QA surveillance accomplished by the COR will be reported using locally created monitoring forms. The forms, when completed, will document the government's assessment of the contractor's performance under the contract to ensure that the required results are achieved.

The COR will retain a copy of all completed QA surveillance forms.

Surveillance results may be used as the basis for actions (to include payment deductions) against the contractor. In such cases, the Inspection of Services clause in the Contract becomes the basis for the CO's actions.

b. The Performance Management Feedback Loop

The performance management feedback loop begins with the communication of expected outcomes. Performance standards are expressed in the PWS and are assessed using the performance monitoring techniques shown in the KPP.

ATTACHMENT 1:

SAMPLE QUALITY ASSURANCE MONITORING FORM

SERVICE or STANDARD: _____

_____

_____

_____

_____

SURVEY PERIOD: _____

SURVEILLANCE METHOD (Check):

☐ Random Sampling ☐ 100% Inspection ☐ Periodic Inspection ☐ Customer Complaint

LEVEL OF SURVEILLANCE (Check):

☐ Monthly ☐ Weekly ☐ As needed

PERCENTAGE OF ITEMS SAMPLED DURVING SURVEY PERIOD: _____%

ANALYSIS OF RESULTS:

Observed Service Provider Performance Measure Rate: _____%

Service Providers Performance (Check): ☐ Meets Standards
☐ Does Not Meet Standards

Narrative of Performance During Survey Period: _____

_____

_____

PREPARED BY: _____ **DATE:** _____

7. QUALITY ASSURANCE SURVEILLANCE PLAN TABLE

7.1.1 Determining Performance

The Government shall use the monitoring methods cited to determine whether the performance objectives/service levels have been met. If the contractor has not met the minimum requirements, the contractor will be asked to develop a corrective action plan to show how and by what date it intends to bring performance up to the required levels. Additionally,
failure to meet the performance objectives/service levels will result in the contractor's dismissal from the task order award process.

7.1.2 Quality Assurance Reporting

At the conclusion of each task order execution, the COR will prepare written reports summarizing the overall results of the quality assurance surveillance of the contractor's performance. These written reports will include the contractor's submitted report and the completed quality assurance monitoring forms (Attachment 2), which will become part of the QA documentation. These reports enable the government to demonstrate whether the contractor is meeting the stated objectives and/or performance standards, including scope/cost/scheduling objectives.

7.1.3 Reviews and Resolution

The COR may require the contractor's project manager, or a designated alternate, to meet with the CO and other government personnel as deemed necessary to discuss performance evaluation. The CO or COR will define a frequency of in-depth reviews with the contractor, including appropriate self-assessments by the contractor; however, if the need arises, the contractors will meet with the COR as often as required or per the contractor's request. The agenda of the reviews may include:

- Monthly performance assessment data and trend analysis
- Issues and concerns of both parties
- Projected outlook for upcoming task orders and progress against expected trends, including a corrective action plan analysis
- Recommendations for improved efficiency and/or effectiveness

7.1.4 The CO must coordinate and communicate with the contractor to resolve issues and concerns regarding marginal or unacceptable performance.

7.1.5 The COR and contractor should jointly formulate tactical and long-term courses of action. Decisions regarding changes to metrics, thresholds, or service levels should be clearly documented. Changes to service levels, procedures, and metrics will be approved by the CO and incorporated as a contract modification.

PERFORMANCE REQUIREMENTS SUMMARY (PRS)

The PRS establishes key elements of Contractor performance that represent "mission essential" service requirements, which are identified in the table below in the "Service Output" column. The "Performance Objective" column represents the standard against which Contractor performance will be measured in relation to accomplishment of the corresponding service output. The performance objective or "standard" describes the minimum acceptable level of service by the Contractor for satisfactory performance. The "Acceptable Quality Level (AQL)" column displays the maximum allowable deviation from the performance objective, which, if exceeded, evokes the negative incentive specified in the table below.

Performance Objective No.	Measures	Performance Standard	Method of Inspection	Positive Incentive	Negative Incentive
1 – Response/Delivery Timeframe for Resources	Delivery within required timeframe for containers shall be specified in each task order.	Timeframe contingent on delivery mode of transportation. Urgent requirements Acceptable Quality Limit (AQL) – 98% of the time on schedule Other Requirements AQL – 95% of the time of schedule		A positive CPARS rating will be administered A positive CPARS rating will be administered	If non-compliant as stated in the PWS or as specified in the Task Order, an "Unsatisfactory" CPARS rating will be earned Any performance disincentive payments will be deducted directly from the Contractor's approved monthly compensation.
2 – Deliver Required Reports	Delivery in accordance with Deliverable Table (Section 9)	No more than 90% of the reports to appropriate government contract may be later than the specified time period		A positive CPARS rating will be administered A positive CPARS rating will be administered	If non-compliant as stated in the PWS or as specified in the Task Order, an "Unsatisfactory" CPARS rating will be earned Any performance disincentive payments will be deducted directly from the Contractor's approved monthly compensation.

ATTACHMENT 2: KEY PERFORMANCE PARATMETERS

The Key Performance Parameters are defined as those attributed or characteristics of this requirement that we consider critical or essential in performance of this contract. They are required to successfully meet the mission of FEMA.

Service Output	***Performance Objective***	***Acceptable Quality Level (AQL)***	***Method of Surveillance***	***Performance Baseline***
1. Acquire appropriate transportation assets and capacities for air, land, and sea movements. (PWS 2.0)	Conveyance(s) shall be at Initial Operating Capacity (IOC) NLT 48 hours after receipt of task order. Performance standard will be determined successful if FEMA Required Delivery Date (RDD) is achieved.	Acceptability is circumstance contingent and based upon the availability of transportation assets given the disaster environmental and market demand. Acceptability can be considered satisfactory at 72-96 hours after task order award	100% Inspection	Conveyance(s) shall be at *FOC* NLT 72 hours after receipt of task order. Performance parameters will be determined successful if FEMA RDD is achieved.
2. Directly owned and/or directly leased real estate for catch yards, empty trailer yards, laydown yards and warehousing. (PWS 2.2.1)	Procure the requested real estate NLT 48 hours after task order award. The site should be able to accommodate no less than 300 trailers. The site must be within 20 miles of the port of embarkation/cross-dock facility unless otherwise specified. The site should have office space for 10 FEMA employees and be able to be operationally functionable on 24 hours 7 days a week.	Sites procured after 72hours of official award will be considered unacceptable. Under no circumstances can the site be further than 50 miles from port of embarkation/cross-dock facility.	100% Inspection	Procure the requested real estate NLT 72 hours after task order award. Site should hold no less than 300 trailers, must be within 20 miles of the port of embarkation/cross-dock facility unless otherwise specified, should have office space for 10 FEMA employees, and be operationally functionable on a 24 hours 7 days a week basis
3. Cross-dock services and cargo reception in CONUS. (PWS 2.2.2)	Cross-dock a minimum of 10 trailers per hour and have yard space for up to 150 trailers.	A minimum of 7 trailers per hour is required to be considered acceptable.	Random Sampling	Cross-dock a minimum of 7 trailers per hour and have yard space for up to 125 staged tailers.
4. Commodities, assets, and equipment containerization. (PWS 2.1)	Required to have the capability to acquire at least 4,000 containers and chassis available per month.	A minimum capacity of 2,000 containers and chassis available per month is required to be considered acceptable.	Random Sampling	Required to have the capability to acquire at least 2,000 containers and chassis available per month.
5. In-Transit Visibility (ITV) (PWS 2.2.2)	Required to maintain real time visibility of all equipment, resources, and assets under contract task order consignment and shall provide accountability reports within 24 hours of the vessels' departure or arrival.	Initial reports, sport reports, and advanced notification of arrival at destination provided within 24 hours on site required to be considered acceptable.	Planned Sampling & Customer Complaints	Required to maintain real time visibility of all equipment, resources, and assets under contract task order consignment and shall provide accountability reports within 48 hours of vessels' departure or arrival.
6. Cargo / Equipment documentation and labelling. (PWS 2.2.4)	Correctly documenting all shipments and accurately labeling contents of all containers.	A minimum of 98% accuracy level of cargo listing within any given random sample size.	Random Sampling	Correctly documenting all shipments and accurately labeling contents of all containers.
7. Well established receipt processes at various transportation nodes. (PWS 2.2.5)	Required to provide detailed item description of all containerized commodities, assets, and equipment to accurately account for what is in each	Required to process inbound and outbound commodities, assets, and equipment at any given node within 18 hours for reporting,	Customer complaints & Planned sampling	Required to provide detailed item description of all containerized commodities, assets, and equipment to accurately account for what is in each container, maintain capabilities to receive, process, and

	container, maintain capabilities to receive, process, and report cargo deliveries in a timely manner (within 12 hours of receipt/reception), and provide essential reporting at each node and have the proper processes and capabilities established for reception of commodities, assets, and equipment at nodes to prevent delays and congestion within the transportation network.	ensure that less than 10% of all trucks are detention free, ensure there is minimal to no impact to local road network in or around a FEMA transportation node, and receive no more than 10 customer complaints per month during any given task order activation		report cargo deliveries in a timely manner (within 24 hours of receipt/reception), and provide essential reporting at each node and have the proper processes and capabilities established for reception of commodities, assets, and equipment at nodes to prevent delays and congestion within the transportation network
8. Maintain the appropriate Material Handling Equipment (MHE) and Container Handling Equipment (CHE) densities at various transportation nodes.	Must be able to sufficiently manage the through-put at each of the various nodes. The Contractor must ensure adequate MHE/CHE quantities are onsite and available at SPOE/APOE/SPOD/APOD and must be able to acquire additional MHE/CHE where required.	100% compliance at APOE/APOD terminals and SPOE/SPOD ports. The Contractor must be able to acquire MHS /	100% Inspection	Must be able to manage the through-put at each of the various nodes. The Contractor must ensure MHE/CHE quantities are available at sea / airports and be able to acquire additional MHE/CHE where required

8. RATINGS.

Metrics and methods are designed to determine if performance exceeds, meets, or does not meet a given standard and acceptable quality level. A rating scale shall be used to determine a positive, neutral, or negative outcome. The following ratings shall be used:

EXCEPTIONAL:	Performance significantly exceeds contract requirements to the Government's benefit.
SATISFACTORY:	Performance meets contractual requirements.
UNSATISFACTORY:	Performance does not meet contractual requirements.

9. DOCUMENTING PERFORMANCE.

a. ACCEPTABLE PERFORMANCE.

The Government shall document positive performance. A report template is attached. Any report may become a part of the supporting documentation for fixed fee payments, award fee payments, or other contractual actions.

b. UNACCEPTABLE PERFORMANCE.

When unacceptable performance occurs, the COR shall inform the contractor. This will normally be in writing unless circumstances necessitate verbal communication. In any case the COR shall document the discussion and place it in the COR file.

When the COR determines formal written communication is required, the COR shall prepare a Contract Discrepancy Report (CDR) and present it to the contractor's program manager or on-site representative. A CDR template is attached to this QASP.

The contractor shall acknowledge receipt of the CDR in writing. The CDR will specify if the contractor is required to prepare a corrective action plan to document how the contractor shall correct the unacceptable performance and avoid a recurrence. The CDR will also state how long after receipt the contractor has to present this corrective action plan to the COR. The Government shall review the contractor's corrective action plan to determine acceptability.

Any CDRs may become a part of the supporting documentation for contract payment deductions, fixed fee deductions, award fee nonpayment, or other contractual actions deemed necessary by the CO.

10. FREQUENCY OF MEASUREMENT.

a. Frequency of Measurement.

During contract/order performance, the COR will periodically analyze whether the negotiated frequency of surveillance is appropriate for the work being performed.

b. Frequency of Performance Assessment Meetings.

The COR shall meet with the contractor weekly to assess performance and shall provide a written assessment.

_____ _____

Contracting Officer's Representative Date

PERFORMANCE REPORT

1. CONTRACT NUMBER: <insert number>

2. Prepared by**:** (Name of COR) <insert name>

3. Date and time of observation**:**

4. **Observation:**

<Examples of items to include in a report are:
- Method of surveillance.
- How frequently you conducted surveillance.
- Surveillance results.
- Number of observations.>

Prepared by: <Enter COR's name>

_____ _____

Contracting Officer's Representative Date

CONTRACT DISCREPANCY REPORT (CDR)

1. Contract Number: <insert number>

2. TO: (Contractor Program Manager, Task Manager or on-site representative) <insert name>

3. FROM: (Name of COR) <insert name>

4. Date and time observed **discrepancy:**

5. **DISCREPANCY OR PROBLEM:**

<Describe in detail. Identify any attachments.>

6. Corrective action plan:

A written corrective action plan < is / is not > required.

< If a written corrective action plan is required include the following. > The written Corrective Action Plan will be provided to the undersigned not later than < # days after receipt of this CDR. >

Prepared by: <Enter COR's name>

_____ _____

Contracting Officer's Representative Date

Received by:

_____ _____

Contractor Program Manager, Task Manager or on-site representative Date

< The COR may initiate a CDR at any time, including whenever the number of monthly recorded defects for a performance standard exceeds the allowable number of defects; anytime unacceptable performance is determined critical in nature and requires formal corrective action; and whenever an unfavorable trend is detected in contractor performance.>