**The “TIM” Project Case Study**

Background  
The US Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) through their National Training and Education Division wants to develop training and education including course offerings from the National Fire Academy (NFA). These resources are primarily targeted towards the fire service and its allied professions.

**The Requirement**  
Fire Prevention: Technical, Incident Management (“TIM”) Training Course. The course will be priced on a Cost Reimbursable basis (CPFF) and include courseware development, classroom delivery, and live classroom exercises and materials. The course will be delivered 6 times per year over the course of five years. The classroom participants are limited to 25 for each class. The Contractor is expected to provide their solution to developing the courseware and their methods for delivering the material in the classroom.

This 6-day course is designed to provide Incident Commanders (ICs) with an understanding of the fire protection features that are installed in buildings. Knowing how these systems work and their proper use will assist ICs to achieve strategic and tactical success. The course will emphasize the value of collecting this information during pre-incident planning and how to relay this knowledge to other firefighters who must respond and function effectively using these systems under emergency conditions.

Topics addressed in this course include developing model pre-incident plans; the importance of collecting and sharing information with other emergency responders; and understanding the fundamental operations, strengths, and limitations of built-in fire protection systems including automatic sprinklers, standpipes, fire pumps, fire detection and alarm systems, smoke management systems, and special hazard fire protection equipment.

The Contractor will be required to travel to Emittsburg, Maryland from their site to deliver the course – with a travel cost each year NTE $7,200. The course classroom materials and workbooks shall be provided by the Contractor – with a cost each year NTE $ 25,500. This is a best value procurement.

**Customer Situation**

The NFA budget this past year suffered an 8% cut across the board. Fire training is important to NFA and FEMA. NFA’s budget for this five-year program has traditionally been in the $400-500k range but this time the budget is $350k. Clearly, there is budget pressure on NFA around this course. In the past, NFA has offered the program more often and given a second advanced program to the Commanders in addition to the one being bid. The customer’s Should Cost (Independent Government Cost Estimate) for this project is around $300k – they believe this would be a good deal. They have money for all five years and intend on awarding this contract to begin January 1.

The customer has had good experience with The Best Little Traininghouse in Town and likes them very much. They don’t know By the Book Training Company at all and have not talked with them either. The Hook and Ladder Training Company is well known to NFA for decades and NFA loves them.

While you will be determining your own solution for the courseware development and course delivery, NFA expects that the course delivery will take 8 hours per day. Industry standard for courseware development is between 2 to 10 hours per hour of delivery.

**Competitive Situation**  
The Best Little Traininghouse in Town (in town, in Emittsburg, MD) has been heavily marketing the client. Based on their past history, they typically low-ball their bids and win a lot of business, particularly LPTA contracts. They don’t care about making a lot of profit but rather growing the company. Their competitive rates (including fee) have been:

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| --- | --- | --- | --- |
| Project Manager | $105 | SME Sr. | $100 |
| Training Specialist Sr. | $83 | SME Mid | $85 |
| Training Specialist Mid. | $66 | Technical Writer | $52 |
| Training Developer | $58 | Graphics | $34 |

The Hook and Ladder Training Company (in Virginia Beach, VA) has been working with NFA for over 20 years and is entrenched with the client. Based on their past history, they usually will try to sell additional features to the client even if that’s not being asked for. They typically win a lot of fire prevention training business. NFA loves them. Their competitive rates (including fee) have been:

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| --- | --- | --- | --- |
| Project Manager | $120 | SME Sr. | $150 |
| Trainer Sr. | $ 94 | SME Mid | $120 |
| Trainer Mid. | $75 | Technical Writer | $70 |
| Course Developer | $67 | Graphics | $40 |

The By the Book Training Company (Cincinnati, Ohio) does not have history with NFA but is a well-known training company with other agencies such as DoD and DOE. By their name, they play it safe and win some work but it is usually on a cost reimbursement basis. Based on their past history, they usually will only bid what is asked for. Their competitive rates (including fee) have been:

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| --- | --- | --- | --- |
| Program Manager | $135 | SME Sr. | $130 |
| Senior Training Analyst | $ 92 | SME Mid | $115 |
| Mid Training Analyst | $ 72 | Technical Writer | $ 50 |
| Senior Tech Trainer | $ 45 | Graphics | $ 35 |