

Task Order Title		Community Resilience Coordination Division (CRCD) Place-Based Strategy Support Services		
Contract Number		70FB8022A000000001		
Type of Contract		Hybrid		
TO Period of Performance		1 Year; 2 12-month Option Years		
Offeror		Cadmus Jacobs CTA		
Task #	Milestone/Task	PWS Key Activities	Deliverables	Assumptions
0	General Project Management	<ul style="list-style-type: none"> Conduct a kickoff meeting within 10 calendar days of the Task Order award with the Contracting Officer, COR, and Technical Monitor (TM), and conduct subsequent follow up conversations to ensure understanding of the project and staffing needs for the task areas. Work with FEMA TM to scope, develop, and execute the draft work plan aligned with agreed upon task order intended outcomes. Develop and deliver a draft work plan 10 calendar days after the kickoff meeting providing the expected submission timelines for draft and final deliverables; progress checks and major milestones toward completing the deliverables; and a reporting cadence to ensure successful cost, schedule, performance, and quality management for the delivery of this contract. Develop and schedule monthly status meetings and provide a monthly status report on funds invoiced, funds remaining, and project planning activities and status. Support all project management and project planning activities, including the development of Project Management and Action Plans. Monitor project deliverables and budget to ensure delivery on the identified timeline. Coordinate and communicate regularly with government project leads to ensure all milestones and deliverables are met. Develop a Quality Control Plan (QCP) and execute quality assurance protocols to ensure the deliverables do not contain errors, are submitted on or prior to the due date, are clear, well-organized, contain all pertinent information, and provide innovative approaches or solutions. Ensure staff availability to ensure project needs and expertise are provided, where and when needed. 	<ul style="list-style-type: none"> Conduct Kickoff meeting within 10 days of Task Order award that includes a presentation from the contractor that details contract management topics: <ul style="list-style-type: none"> Staffing Plan Deliverable Quality Assurance Timeline Draft Work Plan within 10 days of kickoff meeting. Conduct monthly status meetings or as requested by the COR, Project Manager, or Technical Monitor. Deliver Monthly Status Report with updates on the progress of Contractor activities, including deliverables and tasks associated with the scope of the project. Support transition out: <ul style="list-style-type: none"> Assist with the transition-out requirements and timelines outlined by the COR, in coordination with the CRCD Director (or leadership delegate), for this contract. Formal notifications regarding the completion of this contract and how work will be turned over will be provided in writing by the CO and/or COR. Performance Work Statement (PWS). Quality Control Plan (QCP). 	<ul style="list-style-type: none"> FEMA staff will be available and participate in conversations to discuss the project needs, priorities, and timelines. Any current project plans, schedules, quality control processes, style guides, or other relevant materials will be available. Project plan may require adjustments based on changes to project needs, specifically impacts to project scope. Project plan updates will be made quarterly, unless there are significant deviations in approach or schedule. All materials and deliverables will be developed using MS Office suite, primarily Word, PowerPoint, and Excel. Ample time will be scheduled for deployments to the field to allow for suitability approval, travel time, onboarding, and equipping as necessary. The Government will work with the contract team to collaboratively manage tasks and timelines with the Cadmus Team to ensure appropriate prioritization within the capacity available, leveraging tools like the living project plan and strategic planning workshops to develop a shared understanding of expectations and feasibility for each specific deliverable. The initial work plan will further define requirements and associated deliverables; any shifts in priorities or requirements and associated deliverables will be managed collaboratively with the project team to ensure tasks and timelines align with available team capacity, budget, and planned requirements.
1	Support Place-Based Strategic Planning and Subject Matter Expertise	<p>Support CRCD, MitFLG, and PBTF Place-based Document Development</p> <ul style="list-style-type: none"> Provide strategic and operational support to execute Community Resilience Coordination Division (CRCD) and Mitigation Framework Leadership Group (MitFLG) mission and goals as they relate to place-based assistance. Leverage knowledge and understanding of FEMA's recovery and resilience activities to provide innovative solutions to place-based approaches and community resilience. Conduct research, perform analysis, and provide recommendations to further define and socialize place-based concepts and principles for FEMA, Federal interagency partners, SLTT organizations, and members of the public. Prioritize topic areas for further research and information gathering. Conduct a comprehensive, targeted review of current doctrine, policies, guidance, resources, and other available materials on place-based assistance concepts. Gather and analyze available relevant data, including gaps, inconsistencies, and related processes and procedures. Organize and review research and analysis findings and develop new content, where applicable. Leverage, evaluate, and present findings of open-source and shared intra- and interagency resources that support further scoping of place-based concepts, building community resilience, recovery, and broadening federal assistance. Support the development of new place-based strategies, doctrine, frameworks, policies, directives, and other forms of Federal guidance to encourage alignment of effort across FEMA programs and interagency partners. Utilize doctrine development expertise to facilitate the development of new place-based guidance through the doctrine development lifecycle. Ensure alignment with FEMA's legal authorities (Stafford Act, CFR) and foundational guidance (NRF, FEMA Strategic Plan) and consistency with operations across HQ, regional, and field components. Integrate best practices and lessons learned from training exercises and real-world events. Distribute draft documents for review and comment to diverse FEMA viewpoints. Conduct targeted review and adjudicate comments to align documents with project sponsor's intent and related FEMA doctrine. Ensure adherence to style guidance for FEMA doctrine documents and compliance with specifications and proper formatting. Create and implement a FEMA Place-Based Directive, FEMA Place-Based Manual, and interagency place-based products such as literature reviews, landscape analyses, definition development, best practices, ESRI story maps, and stakeholder engagement products. Create pre-workshop session materials including pre-workshop engagement plan development. Host at least one engagement opportunity per region, to inform Directive development using virtual or in-person platforms. Conduct post-workshop hotwashes and/or gather survey feedback to inform drafting of place-based documents and products. Draft, refine, and maintain CRCD, MitFLG, and Place-Based Task Force (PBTF) place-based documents. Conduct a comprehensive review of current place-based documents and perform a gap analysis to compare existing guidance against best practices and FEMA directives. Create a productive space for key stakeholders and staff to collaboratively engage and provide feedback through an iterative review and adjudication process. Create a matrix/literature review to map and compare content across documents, as needed. Document findings and propose revisions or new guidelines. Support the execution of the PBTF work plan, including the development of identified priority products. Develop a core Subject Matter Expert (SME) reference guide for place-based topics to inform both FEMA place-based doctrine and PBTF efforts. Conduct research, gather, and evaluate stakeholder feedback that supports the development of place-based definitions. 	<ul style="list-style-type: none"> Summaries of Findings (for research/analysis related to definitions and concepts); strategies, doctrine, frameworks, policies, directives, and other forms of Federal guidance. An agreed upon number of CRCD, MitFLG, and PBTF documents which may include (but is not limited to) a FEMA Place-Based Directive; FEMA Place-Based Manual; and interagency place-based products such as literature reviews, landscape analyses, definition development, best practices, ESRI story maps, and stakeholder engagement products. Inclusive of a Place-Based Directive and one additional priority doctrine product or manual during the base year. Updates to place-based workstream and PBTF work plans 	<ul style="list-style-type: none"> All materials and deliverables will be developed using MS Office suite, primarily Word, PowerPoint, and Excel. All software needed to support any client-requested task tracking or project management as it relates to CRCD, MitFLG, or PBTF activities will be provided. Appropriate permissions and access (e.g., FEMA SharePoint) will be granted to contract team. FEMA and interagency partners will provide timely access to all necessary data, documents, and subject matter experts required to conduct research, perform analysis, and develop recommendations. All relevant stakeholders will be available and cooperative in providing input, feedback, and approvals necessary for developing new place-based strategies and other related documentation. Engagement with interagency partners and FEMA internal stakeholders will be facilitated by FEMA and be limited to 2 sessions per week include ad hoc meetings, if required, in accordance with the current meeting tempo of the Interagency Place-Based Task Force. Contractor will leverage historical examples from TO 22-42 to support and inform work and deliverables under this TO. Creation of a FEMA Place-Based Directive will not exceed an amount of 15 pages. Drafting and development of a FEMA Place-Based Manual will not exceed an amount of 50-100 pages. Approximately 2 FEMA products and 2-3 interagency products will require additional layers of review during the base period such as, FEMA TRIAD or external agency review. Development of CRCD, MitFLG, and PBTF Place-based documents may require FEMA support to development and writing based on the available team capacity, budget, and planned requirements.

Provide Subject-Matter Expertise and Priority Setting

- Provide expertise to assist Federal staff in identifying priorities, risks, issues, dependencies, and opportunities to inform decision-making and support successful implementation of strategies, and doctrine in place-based delivery.
- Use decision-making frameworks and tools to prioritize initiatives based on impact, feasibility, and resource availability.
- Develop a pipeline of potential project opportunities and initiatives aligned with identified priorities.
- Leverage staff with direct subject-matter expertise to review current strategies and doctrine on place-based delivery and identify risks and/or areas where potential process improvements may be made.
- Summarize and communicate findings and insights to Federal staff to assist with the decision-making process.
- Lead priority setting conversations for the ICB and CRCD team as needed.
- Identify relevant stakeholders, partners, and leadership representatives to provide input for a Policy and Doctrine Priority Setting meeting.
- Continue to support maturation of the place-based workstream integration efforts related to the Community Driven Relocation (CDR) interagency priorities and FEMA-specific priorities.
- Host policy and doctrine priority setting meeting to extend beyond the current directive efforts, inclusive of anticipated doctrine products and needs.
- Analyze feedback from the priority setting meeting, and develop a Doctrine Development and Revision schedule for 2025 and 2026.
- Identify any information gaps and deconflict any place-based concepts.
- Provide subject matter expertise and leadership to build out, refine, and drive forward the PBTF Workstream structure and priorities.
- Develop a Strategic External Engagement Plan for the workstream, to include a calendar of events (e.g., conferences and events of interest to ICB).

- Agreed upon subject matter expertise to include support, recommendations, and facilitation of workshops.
- Support in the base year will include the development of a doctrine priority setting document, doctrine development and revision schedule, and a Strategic External Engagement Plan.

- Provision of subject-matter expertise does not require additional in-person meetings or travel by contractor.
- Expertise may be targeted and or limited based on tasks, timeline, and associated deliverables.

Support Continuous Improvement of Foundational Business Operations Infrastructure

- Support the establishment and continuous improvement of foundational business operations infrastructure to enable successful outcomes for CRCD, MitFLG, and PBTF place-based initiatives.
- Leverage knowledge and understanding of CRCD, MitFLG, and PBTF place-based initiatives to provide innovative solutions in support of continuous improvement efforts for foundational business operations infrastructure.
- Leverage, expand, and improve on lessons learned from establishing and implementing CRCD, MitFLG, and PBTF place-based initiatives. Develop measures of success and methods for tracking progress against place-based goals and objectives.
- Review current place-based assistance goals and objectives to understand how success is defined.
- Develop processes to track progress against key indicators of success to help measure achievement of goals and objectives.
- Support ongoing continuous improvement efforts by applying information on progress toward goal achievement to identify successful outcomes and areas for improvement.

- Performance and metrics tracking tools.
- Implementation plans.

- Foundational business operations infrastructure exists and that the scope of work will involve improvements rather than complete overhauls or new implementations unless otherwise specified.
- All software needed to support any client-requested task tracking or project management as it relates to CRCD, MitFLG, or PBTF activities will be provided.
- Appropriate permissions and access (e.g., FEMA SharePoint) will be granted to contract team.

Communications and Meeting Support

- Identify outreach opportunities and develop stakeholder engagement materials to support proactive outreach to FEMA and interagency stakeholders on place-based initiatives.
- Conduct comprehensive reviews of current place-based initiatives to identify potential opportunities for additional engagement.
- Perform a gap analysis to determine if additional stakeholder engagement is required.
- Conduct outreach and gather feedback from additional FEMA and interagency stakeholders, as needed.
- Support the development of place-based communications products such as one-pagers, newsletters, fact sheets, communications tool kits, slides decks, and graphics.
- Develop structured templates for products to ensure consistency and clarity.
- Update or create new products using templates to maintain consistent quality and uniformity.
- Collaborate with FEMA to establish timelines, validate the communications strategy, and review messaging content.
- Implement an iterative review process to refine materials and ensure product accuracy.
- Provide accurate and timely responses to inquiries, requests, and reporting requirements for information about CRCD, MitFLG, and PBTF place-based initiatives.
- Establish a process to ensure regular review of new inquiries, requests, or reporting requirements to ensure responses are provided as soon as possible.
- Provide meeting planning, logistics, facilitation, execution, and documentation support services for place-based groups and activities, including the development of meeting agendas, briefs, minutes, summaries, and action items.
- Schedule and coordinate logistics for place-based group meetings and activities.
- Support development of agendas, presentation materials, facilitation guides, meeting minutes, summaries, and other identified action items.
- Use interactive tools and techniques (e.g., breakout sessions, polls) to gather input, as needed.
- Compile and analyze feedback from meetings to strategic planning and continuous improvement efforts.

- Stakeholder engagement materials.
- Communications products.
- Meeting agendas, facilitation guides, briefs, minutes, summaries, and action items.

- In the Base Year the contractor will support 4 quarterly meetings with 2 additional ad hoc meetings in the Base Year.
- In Option Year 1 and 2 the contractor will support 4 quarterly meetings and no more than 8 additional ad hoc meetings for a maximum total of 12 in-person meetings per year.

Personnel Project Support

Requested LCATs

Staff Skills/Expertise

Deliverables

Assumptions

<p>To address the tasks identified under this call order, the personnel will include but not be limited to the following information:</p>	<p>Base Year (4.5 FTEs) • 2.0 FTEs (General Planner III) • 2.5 FTEs (Analyst III)</p> <p>Option Years 1 and 2 (Total 8.5 FTEs) • 1.0 FTEs (Program Manager III) • 4.5 FTEs (General Planner III) • 1.0 FTEs (Senior Analyst III) • 1.0 FTEs (Analyst III) • 1.0 FTEs (Tech Editor III)</p> <p>To provide the most efficient and effective delivery, we may provide different LCATs and/or a different mixture of staff based the needed skills, and tempo of this call order.</p>	<p>Staff support will include personnel with experience:</p> <ul style="list-style-type: none">• Developing and implementing work plans and tracking task status and deliverables; ensuring successful task completion within the scheduled timeframe in accordance with the established scope of work, to include both the technical and financial solutions; and organizing, directing, and coordinating, planning and production of all activities associated with assigned tasks; managing tasks, establishing meeting objectives and agendas.• Developing strategies, doctrine, frameworks, policies, directives, and other forms of Federal guidance.• Technical capabilities and expertise related to ESRI Story Maps, and data visualization platforms and strategies to track progress, depict performance changes, and identify areas for further analysis.• Creating or identifying and implementing resilience based strategies, actions and initiatives.• Project management and tracking capabilities.• Advising, directing, and coordinating projects that require practical experience, theoretical understanding, and technical knowledge in emergency management concepts and policy.• Meeting regularly with government program managers, CORs, and others to discuss performance, propose initiative, and establish priorities.• Facilitating information exchange across all relevant partners to ensure product robustness.• Creating and revising products and reference materials based on end-user feedback; with various types of outreach including facilitated working groups.• Facilitation support, creating collaborative relationships and supporting appropriate group processes, supporting and sustaining a participatory and engaging environment, guiding groups to useful outcomes, helping team members resolve conflicts.• Designing, developing, and communicating recommendations, guidance, doctrine, policy, procedures, process improvements, and training.• Developing meeting presentations, briefings, and materials to support outreach and communications. <p>• Developing and administering evaluation instruments (i.e., surveys, focus groups, training needs assessments, observations, knowledge checks).</p> <ul style="list-style-type: none">• Supporting stakeholder management, outreach, coordination, and communications.• Capturing meeting notes, facilitation guides, agendas, notes, developing summaries, and identifying and tracking meeting action items.• Developing communications tailored to specific stakeholder groups.• Creating SOB compliant documents and outreach materials.• Developing graphics to convey information in simple easy to understand formats.• Background experience or knowledge of project management principles, tools, and strategies.• Strong communication and facilitation skills.• Utilizing strong communication skills to facilitate meaningful interaction between community stakeholders and FEMA staff to identify shared challenges and priorities.	<p>Staff are provided to support labor hours according to the proposed estimate. Staff will support deliverables based on skills, need, and availability, as directed by the FEMA lead, and meet the requirements outlined in the SOO and discussed at the kick-off meeting.</p>	<ul style="list-style-type: none">• In order to perform the requirements of this Task Order, the contract team will provide the professional skill sets to support the outlined tasks and activities.• FEMA will work to expedite all contract support staff DHS Form 11000.25 submissions with FEMA Security to ensure the vetting process is prioritized to quickly start work on this task order.• FEMA will consider providing/expediting the vetting process based on reciprocity from another Department/Agency – the contractor will provide names and other pertinent information to FEMA to help expedite this process.• Personnel will primarily support teams remotely with local travel to FEMA HQ in Washington, D.C.• Any cancellations of travel after travel has been booked will allow the contractor to recover any non-refundable travel costs. <p>• Billing schedule will reflect the total award amount divided into equal monthly installments across the period of performance. The billing schedule may not align with the tasks and activities which may differ on a month to month basis.</p> <ul style="list-style-type: none">• Actual Other Direct Costs (ODCs) incurred will be invoiced in accordance with federal travel regulations, inclusive of the approved indirect costs within the established call order ceiling amount.• The ODC CLIN is provided on a cost reimbursable basis. All travel required for the project will be pre-approved and reimbursed according to the agreed-upon travel policy. Specific travel plans will be coordinated in advance and billed separately as per actual costs incurred.• As travel requirements are identified, travel budgets will be approved prior to travel. Travel invoices will be submitted on a cost-reimbursable basis within the overall Not to Exceed (NTE) amount provided.• The engagement of staff, including key personnel, will be based on the project requirements and deliverable schedules and may differ from the basis of estimate reflected in our price quotation.
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