



{Insert CTP Name(s)}

COOPERATING TECHNICAL PARTNERS

FEMA-APPROVED COMMUNITY OUTREACH AND
MITIGATION STRATEGIES

STATEMENT OF WORK

COMS SOW No. {Insert Statement of Work Number}

Fiscal Year 2025



FEMA

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Document Organization and Instructions

Cooperating Technical Partners (CTPs) should use this template to apply for an award to complete Community Outreach and Mitigation Strategies activities.

This document is organized into two parts. The goal is to simplify and streamline Statement of Work (SOW) completion and improve its use for both CTPs and the Federal Emergency Management Agency (FEMA).

Part 1 lists SOW elements that the CTP can customize (formatted in tables). These areas also contain required elements which cannot be modified:

- Parts 1.1 – 1.3. In these sections, the CTP will describe the project and identify the scope elements to be completed under this SOW. The CTP can clarify or modify the standard descriptions and deliverables on fundable activities (as shown in Part 2). The CTP will also indicate the schedule for delivery, leverage, budget, performance measures and other related parts of the SOW.
- Parts 1.4 – 1.7. These sections include standard language, to which the CTP is agreeing, that addresses standards, hiring contractors, reporting and performance, and protection of Personally Identifiable Information (PII). The CTP may not edit this language.

Part 2 provides standard language on scope activities that can be funded. If the CTP is applying for an individual fundable activity, they agree to the scope as written in Part 2 under that subsection unless otherwise noted in Part 1. CTPs can customize this language (by note/deliverable additions, subtractions, and other mechanisms) after each scope element in the “Custom Scope Elements” field. If the text is accepted as is, there is no need to copy text from Part 2 into Part 1. It is incorporated by reference.

1. Part 1 – Custom Statement of Work Information

In accordance with the CTP Partnership Agreement referenced in Table 1 between {insert name of community(ies) or county} (herein referred to as “CTP”) and FEMA, the following subsections explain the scope to be undertaken by {insert name of community(ies) or county} to enhance communication and coordination detailed within this COMS SOW No. {Insert SOW #}:

1.1. Project and Point of Contact Information

Instructions: Complete Table 1 with the basic project information and points of contact for both the CTP and FEMA staff.

Table 1. Project and Point of Contact Information

Information Type	Insert Information
Project Name/Title (if applicable)	{Insert Project name/title}
CTP Organization Name:	{Insert CTP name}
CTP Contractor Working on the activities in this SOW: <i>Optional, only if contractors have already been identified; contractor support may be engaged for all activities except Staffing and Mentoring, which must be completed by the CTP</i>	{Insert name of CTP contractor, if applicable}
Sub-Recipient Working on the activities in this SOW: <i>Optional, only if sub-recipients have already been identified; contractor support may be engaged for all activities except Staffing and Mentoring, which must be completed by the CTPs</i>	{Insert name of CTP sub-recipient, if applicable}
CTP Partnership Agreement Date:	{Insert Partnership Agreement Date}
Period of Performance:	{Insert Start Date} to {Insert End Date}
CTP Project Manager:	{Insert name of CTP Project Manager}
FEMA Regional Project Officer: <i>When necessary, ask for FEMA assistance through the FEMA Regional Project Officer</i>	{Insert name of FEMA Regional Project Officer} {Insert FEMA region}

Information Type	Insert Information
FEMA Funding to Complete this COMS SOW:	{Insert amount of funding provided by FEMA through Cooperative Agreement}
CTP Estimated Leverage: <i>Final leverage dollars or units will be entered as applicable in the Manage Data Development Task Workflow in the Mapping Information Platform (MIP). The leverage noted here is an estimate of leverage available at the time when the scope is prepared. It may be refined at any time in the project. See Estimating the Value of Partner Contributions to Flood Mapping Projects “Blue Book” (Blue Book)</i>	{Based on Blue Book estimated to be provided}
Project Team Coordination Activities: <i>During the project, all members of the Project Team will coordinate, as needed, to see that activities, products and deliverables meet FEMA requirements and contain accurate, up-to-date information.</i>	Meetings, teleconferences and video conferences with FEMA and other Project Team members {specify frequency or dates for meetings} Telephone or video conversations with FEMA and other Project Team members, scheduled {specify schedule for calls} and as needed. Email as needed {Add/delete/modify information, as necessary}

1.2. Tasks and Deliverables to be Completed Under this SOW

1.2.1. NARRATIVE AND AUDIENCE

Instructions: Complete Table 2 by providing a high-level narrative of the work to be done under this COMS SOW, and the intended audience of the project.

Table 2. Narrative and Audience

Information Type	Insert Information
SOW Narrative:	{Add a high-level summary of what the CTP will do in this project. You may add maps as appendices to this document as needed and reference them here.}
Intended Audience:	{Add a high-level list of the intended audience within the footprint of this project including identification of local, state, tribal and territorial communities within the scope of this project/task}, herein referred to as “community(ies)”

1.2.2. PROJECT TASKS AND DELIVERABLES

The following 11 tasks can be accomplished under this COMS SOW:

- COMS Engagement Plan (Required).
- Strategic Planning for Community Engagement.
- Meetings and Process Facilitation.
- Mitigation Support.
- Communication and Outreach to Communities.
- Training and Community Capability Development.
- Mitigation Planning Technical Assistance.
- Internal Partner Support Activities:
 - Directly Funded Staffing.
 - Mentoring.
- Pilot Projects.
- CTP Engagement.

Note: The Staffing Task refers to the instance in which Staffing is the only COMS task to be performed under this SOW (other than the COMS Engagement Plan, which is required). If the CTP is not performing Staffing, or is performing multiple activities that include Staffing, then the Staffing section of this SOW may not need to be filled out.

The sections below list these tasks and their associated deliverables.

Instructions: Please fill out the appropriate sections for the work you plan to complete. Required information includes 1) budget information, 2) what deliverables will be provided, and 3) descriptions of the detailed scope elements for each relevant task.

Funding information is required for each task. If any staff will be directly funded under this grant, please list all project budget and leverage information for staff in Table 10. Task 8 – Directly Funded Staffing. In the leverage table for each task, please indicate the following:

- **A - FEMA Contribution.** This is the funding FEMA is providing to the CTP to complete this COMS SOW.

- **B - Partner Contribution** These are other required resources that the CTP will provide to complete the assigned activities for this COMS SOW (also known as **Leverage**). Use Blue Book values or actual costs where Blue Book values do not exist. The current Blue Book is dated 2023. You can download it from FEMA's Information Resource Library at: [Estimating the Value of Partner Contributions to Flood Mapping Projects "Blue Book"](#).
- **A+B – Total Project Cost.** The sum of A and B.

Task 1 – Develop COMS Engagement Plan (Required)

This task is **required** as a condition of COMS funding – see [Part 2.1](#).

Instructions: Add the required information to Table 3. Insert language in the “Custom Scope Elements” field if this is a joint plan with the Program Management (PM) SOW task.

Table 3. Task 1 – Develop COMS Engagement Plan

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost		
COMS Engagement Plan (required as a condition of COMS funding) (see Part 2.1)	<input type="checkbox"/>					
Deliverable			Mark “X” if deliverable will be done under this task			
COMS Engagement Plan (required)			<input type="checkbox"/>			
Combined COMS Engagement and Business Plan			<input type="checkbox"/>			
Other: {Insert additional details}			<input type="checkbox"/>			
Custom Scope Elements						
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.1 COMS Engagement Plan. If you accept the text as is, you do not need to copy the wording here. Detail here only what you plan to change.</p> <p>{enter custom scope elements}</p>						

Task 2 – Strategic Planning for Community Outreach and Engagement

Instructions: Add the required information to Table 4.

Table 4. Task 2 – Strategic Planning for Community Outreach and Engagement

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost		
Strategic Planning for Community Outreach and Engagement (see Part 2.2)	<input type="checkbox"/>					
Deliverable			Mark “X” if deliverable will be done under this task			
Awareness and Action Strategy			<input type="checkbox"/>			
Watershed and community assessment and mitigation action plan for prioritized communities			<input type="checkbox"/>			
Integrated and strategic plan for advancing relationships with partners and community stakeholders			<input type="checkbox"/>			
Summary of all activities that will increase flood risk awareness and buy-in for subsequent or related mitigation actions			<input type="checkbox"/>			
New or updated community profiles that reflect insights gained from community research			<input type="checkbox"/>			
Prioritized list of communities, their potential for action readiness within a watershed based on action potential or action readiness, contribution to the action target, and detailed outreach and coordination activities that helped them in this undertaking			<input type="checkbox"/>			
Summary of outcomes/next steps from partnership coordination			<input type="checkbox"/>			
An update to the CTP’s website and other digital platforms			<input type="checkbox"/>			
Other: {Insert additional details}			<input type="checkbox"/>			
Custom Scope Elements						
Note that if you do not modify this cell, you agree to the scope as written in Part 2.2 . If you accept the text as is, you do not need to copy the wording here. Only provide additional details if you plan to modify the text.						

Task 3 – Meeting and Process Facilitation

Instructions: Add the required information to Table 5.

Table 5. Task 3 – Meeting and Process Facilitation

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost			
Meeting and Process Facilitation (see Part 2.3)	<input type="checkbox"/>						
Deliverable		Mark “X” if deliverable will be done under this task					
Key community influencers list (including community-based organizations identified to work with socially vulnerable populations as a trusted advisor) or contact list		<input type="checkbox"/>					
Key Influencer Relationship Management Plan		<input type="checkbox"/>					
Meeting minutes, attendees list, and actions discussed/identified (provided to FEMA region within 2 weeks of the meeting)		<input type="checkbox"/>					
Report on Awareness Post-Meeting Survey results from Discovery, Flood Risk Review, Consultation Coordination Officer, and Resilience Meetings. (Note: this could include polling data from virtual meetings)		<input type="checkbox"/>					
Other: {Insert additional details}		<input type="checkbox"/>					
Custom Scope Elements							
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.3. If you accept the text as is, you do not need to copy the wording here. Only provide additional details if you plan to modify the text.</p> <p>{enter custom scope elements}</p>							

Task 4 – Mitigation Support

Instructions: Add the required information to Table 6.

Table 6. Task 4 – Mitigation Support

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost			
Mitigation Support (see Part 2.4)	<input type="checkbox"/>						
Deliverable		Mark “X” if deliverable will be done under this task					
Action Identification and Advancement Strategy (i.e., a summary of the partners’ approach to encourage and support capability-building for mitigation action by community)		<input type="checkbox"/>					
Quarterly projections indicating the potential collection of Actions Identified and Advanced Strategy		<input type="checkbox"/>					
Summary of new Actions Advanced or status updates on existing Actions Advanced through this coordination		<input type="checkbox"/>					
Other: {Insert additional details}		<input type="checkbox"/>					
Custom Scope Elements							
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.4 . If you accept the text as is, you do not need to copy the wording here. Only provide additional details if you plan to modify the text. Specific technical support that will be completed in this activity can be added in this section.</p> <p>{enter custom scope elements}</p>							

Task 5 – Communication and Outreach to Communities

Instructions: Add the required information to Table 7.

Table 7. Task 5 – Communication and Outreach to Communities

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost		
Communication and Outreach to Communities (see Part 2.5)	<input type="checkbox"/>					
Deliverable			Mark “X” if deliverable will be done under this task			
Newly developed messaging and outreach materials that use plain language and frame flood risk in a manner that is accessible for all communities identified for this task			<input type="checkbox"/>			
Newly developed outreach materials written in plain language that help community officials connect with their constituents to inform them of flood risk and ways to reduce their risk. This may include translated materials.			<input type="checkbox"/>			
Modification of existing messaging and outreach materials for specific engagement opportunities. {Insert source of original material with a link}			<input type="checkbox"/>			
Report on outreach activities			<input type="checkbox"/>			
Other: {Insert additional details}			<input type="checkbox"/>			
Custom Scope Elements						
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.5 . If you accept the text as is, you do not need to copy the wording here. Enter any additional deliverables in the section above. Specifics about audience types or outreach that will be completed in this activity can be added in this section.</p> <p>{enter custom scope elements}</p>						

Task 6 – Training and Community Capability Development

Instructions: Add the required information to Table 8.

Table 8. Task 6 – Training and Community Capability Development

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost			
Training and Community Capability Development (see Part 2.6)	<input type="checkbox"/>						
Deliverable		Mark “X” if deliverable will be done under this task					
Copies of draft training materials for FEMA review		<input type="checkbox"/>					
Copies of final training materials		<input type="checkbox"/>					
A list of training instructors		<input type="checkbox"/>					
A list of all participants and completed course evaluations (such as pre- and post-knowledge surveys) after each training course		<input type="checkbox"/>					
Report on outreach activities as part of training and community capability development.		<input type="checkbox"/>					
A description of how training will benefit the public and accomplish the Risk Mapping, Assessment, and Planning (Risk MAP) goals of awareness and action		<input type="checkbox"/>					
A narrative including how it was determined that the training was needed and how communities that received training were prioritized		<input type="checkbox"/>					
Other: {Insert additional details}		<input type="checkbox"/>					
Custom Scope Elements							
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.6. If you accept the text as is, you do not need to copy the wording here. Enter any additional deliverables in the section above. Specifics on the training that will be completed in this activity can be added in this section.</p> <p>{enter custom scope elements}</p>							

Task 7 – Mitigation Planning Technical Assistance

Instructions: Add the required information to Table 9.

Table 9. Task 7 – Mitigation Planning Technical Assistance

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost		
Mitigation Planning Technical Assistance (see Part 2.7)	<input type="checkbox"/>					
Deliverable			Mark “X” if deliverable will be done under this task			
Copies of all technical data provided to local, state and tribal communities			<input type="checkbox"/>			
A report detailing the technical assistance provided including date(s) of technical assistance, type of assistance and communities’ stakeholders supported			<input type="checkbox"/>			
Other: {Insert additional details}			<input type="checkbox"/>			
Custom Scope Elements						
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.7. If you accept the text as is, you do not need to copy the wording here. Enter any additional deliverables in the section above. Specifics on the technical support that will be completed in this activity can be added in this section.</p> <p>{enter custom scope elements}</p>						

Task 8 – Directly Funded Staffing

Instructions: Add the required information to Table 10.

If Staffing is the only COMS Task to be performed under this SOW, please complete Table 14 and Table 15.

Table 10. Task 8 – Directly Funded Staffing

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost			
Directly Funded Staffing (see Part 2.8)	<input type="checkbox"/>						
Deliverable		Mark “X” if deliverable will be done under this task					
{Insert number of staff} will attend regional mapping meetings hosted by FEMA regions		<input type="checkbox"/>					
Maintain {Insert number of staff}; potentially engage {Insert number of staff} current personnel to support COMS activities		<input type="checkbox"/>					
Other: {Insert additional details}		<input type="checkbox"/>					
Custom Scope Elements							
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.8. If you’ve checked the box(es) above indicating that you will undertake this activity, provide scope here.</p> <p><i>(E.g., Describe current staffing levels and types of staff supporting Community Engagement and Risk Communication activities. Clearly state what is being funded under the COMS SOW vs. PM SOW vs. the Risk Project Mapping Activity Statement (MAS). Detail requests for additional staff to be supported under this agreement and what their roles, responsibilities and hours allocated to project/budgets will be.)</i></p>							

Task 9 – Mentoring

Instructions: Add the required information to Table 11.

Table 11. Task 9 – Mentoring

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost		
Mentoring (see Part 2.9)	<input type="checkbox"/>					
Deliverable			Mark “X” if deliverable will be done under this task			
List of existing or potential CTP entities to be mentored			<input type="checkbox"/>			
Schedule and explanation of COMS mentoring activities			<input type="checkbox"/>			
Report detailing COMS mentoring activities provided			<input type="checkbox"/>			
Participant Surveys completed by mentored individuals that provide feedback on the quality and benefits of the mentor(s) and COMS mentoring activities			<input type="checkbox"/>			
{Insert #} COMS Best Practice write-ups to be shared nationally on the FEMA CTP Collaboration Center			<input type="checkbox"/>			
Other: {Insert additional details}			<input type="checkbox"/>			
Custom Scope Elements						
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.9. If you’ve checked the box(es) above indicating you will undertake this activity, provide scope here.</p> <p>{enter custom scope elements}</p>						

Task 10 – Pilot Projects

Instructions: Add the required information to Table 12.

Table 12. Task 10 – Pilot Projects

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost		
Pilot Projects (see Part 2.10)	<input type="checkbox"/>					
Deliverable			Mark “X” if deliverable will be done under this task			
Report on Pilot Project Activities			<input type="checkbox"/>			
Other: {Insert additional details}			<input type="checkbox"/>			
Custom Scope Elements						
<p>Note, given that pilot activities are (by definition) new, no scope details are written in Part 2.10. ENTER any planned deliverables in the “Other” field provided above. Specific scope elements that will be completed in this activity can be added here.</p> <p>{enter custom scope elements}</p>						

Task 11 – CTP Engagement

Instructions: Add the required information to Table 13. Task 11 – CTP Engagement.

Table 13. Task 11 – CTP Engagement

COMS Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost			
CTP Symposium (see Part 2.11)	<input type="checkbox"/>						
Deliverable		Mark “X” if deliverable will be done under this task					
Travel to and attend the CTP Symposium at request of FEMA region		<input type="checkbox"/>					
Travel to attend other CTP Engagement activities at request of FEMA region (see below) Note: This deliverable should not be duplicative with other SOWs. Specific travel should be indicated in any relevant SOW.		<input type="checkbox"/>					
Other: {Insert additional details}		<input type="checkbox"/>					
Custom Scope Elements							
<p>Note that if you do not modify this cell, you agree to the scope as written in Part 2.11. ENTER any planned deliverables in the “Other” field provided above. Specific scope elements that will be completed in this activity can be added here.</p> <p>{enter custom scope elements}</p> <p>Additional scope elements, details, and clarifications include:</p> <ul style="list-style-type: none"> Eligible CTP Engagement activities may include meetings or events such as: FEMA-hosted (national) CTP Symposium, CTP Seminar(s); FEMA-sponsored regional events such as Region 10 Mitigation Summit, Regional CTP workshop, and/or conference events with CTP focus. CTP engagement activities based on prior request and approval of the Region PO. 							

1.2.3. PERCENTAGE OF STAFF TIME SPENT ON COMS TASKS

Instructions: Table 14 and Table 15 are only required if Staffing is the only COMS task to be performed under this SOW (other than the COMS Engagement Plan, which is required). If CTP is not performing Staffing, or is performing multiple deliverables/tasks that include Staffing, these tables may not be needed. Coordinate with your FEMA Project Officer about any other uses.

Note: Assume that each staff member works 100% of their day on this project. This represents the percentage of total time on the project, not the hours spent.

Table 14. Percentage of Time Spent on Tasks for Funded Staff

Task	Funded Staff Member 1	Funded Staff Member 2	Funded Staff Member 3	Funded Staff Member 4	Brief Work Description Across All Funded Staff
COMS Engagement Plan	%	%	%	%	
Strategic Plan for Community Outreach	%	%	%	%	
Meetings and Process Facilitation	%	%	%	%	
Mitigation Support	%	%	%	%	
Communication and Outreach to Communities	%	%	%	%	
Training and Community Capability Development	%	%	%	%	
Mitigation Planning Technical Assistance	%	%	%	%	
Mentoring	%	%	%	%	
Pilot Projects	%	%	%	%	

Task	Funded Staff Member 1	Funded Staff Member 2	Funded Staff Member 3	Funded Staff Member 4	Brief Work Description Across All Funded Staff
{Insert additional activities}	%	%	%	%	
Total (not to exceed 100% per employee)					

Table 15. Percentage of Time Spent on Tasks for Unfunded Staff

Task	Unfunded Staff Member 1	Unfunded Staff Member 2	Unfunded Staff Member 3	Unfunded Staff Member 4	Brief Work Description Across All Unfunded Staff
COMS Engagement Plan	%	%	%	%	
Strategic Planning for Community Engagement	%	%	%	%	
Meetings and Process Facilitation Engagement	%	%	%	%	
Mitigation Support	%	%	%	%	
Communication & Outreach to Communities	%	%	%	%	
Training and Community Capability Development	%	%	%	%	
Mitigation Planning Technical Assistance	%	%	%	%	
Mentoring	%	%	%	%	
Pilot Projects	%	%	%	%	

Task	Unfunded Staff Member 1	Unfunded Staff Member 2	Unfunded Staff Member 3	Unfunded Staff Member 4	Brief Work Description Across All Unfunded Staff
{Insert additional activities}	%	%	%	%	
Total (not to exceed 100% per employee)					

1.3. Schedule and Performance

Instructions: Identify each deliverable for all activities included in this COMS SOW in Table 16. COMS Deliverables Schedule. Examples are provided in italics in the first row. Deliverables can be listed individually or grouped by a single date. Add more rows to the table as needed. Due dates will be discussed with the FEMA Regional Project Officer.

Table 16. COMS Deliverables Schedule

SOW Activities	Deliverable	Deliverable Due Date	Submitted To
COMS Engagement Plan (required)	COMS Engagement Plan	<i>Ex. two months from award date</i>	FEMA Regional Project Officer

The activities documented in this SOW will be completed in accordance with Table 16. COMS Deliverables Schedule. If this schedule needs to change, the CTP will coordinate with the FEMA Regional Project Officer and other necessary Mapping Partners as soon as possible. Deliverables must be uploaded to the MIP unless otherwise approved by the FEMA Regional Project Officer. The CTP must upload final deliverables in the MIP before the period of performance ends.

Note: Performance measures are parameters captured to track project performance. The CTP Performance Measures Matrix, included in the Appendix of the Notice of Funding Opportunity (herein referred to as the funding opportunity), shows how project details and action items can be used to demonstrate a project aligns with its stated goals.

Identify the appropriate performance measures in Table 17 based on the “2025 CTP Performance Measures Matrix.” Coordinate with your FEMA Regional Project Officer.

Delete this instructional note before submitting the application.

Table 17. Performance Measures Targets

Outcome ¹ and Output Measure (from NOFO)	Output Measurement ² (with customized Target)	Recorded Unit/Scale
Outcome: Advancement of program metrics and/or accomplishment of project performance measures, captured as Earned Value Output Measure: SPI Threshold (final)	Report on Schedule Performance Index (SPI). Must be between 0.92 and 1.08 . If it is not, provide information on what is being done to correct the problem.	SPI Ratio (Budgeted Cost of Work Performed/Budgeted Cost of Work Scheduled [planned])
Outcome: Advancement of program metrics and/or accomplishment of project performance measures, captured as Earned Value Output Measure: CPI Threshold (final)	Report on Cost Performance Index (CPI). Must be between 0.92 and 1.08 . If it is not, provide information on what is being done to correct the problem.	CPI ratio (Budgeted Cost Work Performed/ Actual Cost Work Performed)
{Insert Outcome and Output Measure}	{Insert Output Measurement Option (customized)}	{Insert Recorded Unit/Scale}
{Insert Outcome and Output Measure}	{Insert Output Measurement Option (customized)}	{Insert Recorded Unit/Scale}
{Insert Outcome and Output Measure}	{Insert Output Measurement Option (customized)}	{Insert Recorded Unit/Scale}

1.4. Guidelines and Standards

The standards relevant to this SOW are presented in [FEMA Policy 204-078-1 Standards for Flood Risk Analysis and Mapping, Revision 14](#).

This Policy supersedes all previous standards in the Guidelines and Specifications for Flood Hazard Mapping Partners. This includes all related appendices and procedure memoranda. Find more information and links to guidance documents, technical references, templates, and other resources that support these standards on the FEMA Guidelines and Standards website. This is at: [Guidelines](#)

¹ An outcome is an observable and measurable change of knowledge, behavior, skills and/or efficiency as a result of a CTP project.

² An output is a direct, specific and quantifiable product of CTP activities that lead to/indicate success of the intended outcome. Outputs are expressed in units of measure that enable quantifiable recording of performance.

[and Standards for Flood Risk Analysis and Mapping Activities Under the Risk MAP Program](#). FEMA reviews standards each year. Please use the most current version of the policy.

CTPs and their sub-awardees must also comply with the regulations in Title 44 of the Code of Federal Regulations (CFR). They must also comply with the appropriate year CTP funding opportunity and Agreement Articles. CTPs should work with their regional office to determine any additional requirements.

1.5. Use of Contractors

Check the applicable statement in Table 18.

Table 18. Use of Contractors

Select One	Description of Contractor Options
<input type="checkbox"/>	Contractor support may be engaged for all activities within this SOW, except Staffing and Mentoring, which must be completed by the CTP. Guidance provided in this part includes, but is not limited to, contract administration and recordkeeping, notification requirements, review procedures, competition, methods of procurement, and cost and pricing analysis. For more information, refer to the online resource, Title 2 Code of Federal Regulations (CFR) Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards . Additionally, contractors must not pose a conflict-of-interest issue or be active in writing the SOW.
<input type="checkbox"/>	<p>The CTP does not intend to engage the services of a contractor for this SOW. No transfer of funds to agencies other than those identified in the approved cooperative agreement application will be made without prior approval from FEMA. The CTP will identify the name of the CTP contractor for services engaged as part of this SOW. The CTP will ensure that the procurement for all contractors engaged for this COMS Activity complies with the requirements of 2 CFR Part 200.</p> <p>Guidance provided in this part includes, but is not limited to, contract administration and recordkeeping, notification requirements, review procedures, competition, methods of procurement, and cost and pricing analysis. Additionally, contractors must not pose a conflict-of-interest issue.</p>

1.6. Reporting and Performance

Financial Reporting: Because FEMA has provided funding to the CTP, financial reporting requirements for the CTP will be set by the terms of the funding opportunity, Articles of Agreement, or Award Notice for this SOW. The CTP will also refer to [2 CFR Part 200](#). The CTP will provide financial reports to the FEMA Regional Project Officer and Assistance Officer per the terms of the signed Cooperative Agreement for this SOW.

Performance Reporting: CTPs must provide a signed performance report (using the list of required information shown in the funding opportunity). The CTP will submit the report quarterly during the period of performance. Reports will be required for partial calendar quarters and periods when no

grant award activity occurs. An old Standard Form-Performance Progress Report (SF-PPR) may be substituted for the performance report, if preferred. The CTP will refer to [2 CFR Part 200](#) for the minimum requirements for progress reporting. The FEMA Regional Project Officer, as needed, may request additional information on progress.

The CTP will meet with FEMA and/or its contractor(s) as frequently as needed to review the progress of the project. These meetings are in addition to the quarterly financial and status submittals. These meetings may alternate between the FEMA Regional Office, the CTP office and conference calls as necessary.

The CTP must report performance of the grant along with the progress reports. Table 17. Performance Measures Targets shows which performance measures the CTPs will use to track performance. If you are completing a COMS project alongside a Flood Risk Project MAS, use the relevant measures in the 2025 CTP Performance Measures Matrix. Quantitative Targets for performance measures are defined using the 2025 CTP Performance Measures Matrix in conjunction with your FEMA Regional Project Officer and those defined in Table 17.

CTPs are responsible for entering their quarterly performance of each measure into the [CTP Performance Measures Reporting Tool \(Tool\)](#) each quarter, unless otherwise directed by their FEMA Regional Project Officer. Each output measurement identified above must have a quarterly performance reported in the Tool within one month of the end of the quarter. Quarterly performance data can be exported from the Tool and attached to the Quarterly Report that must be uploaded to FEMA GO.

Earned Value Data Entry:

The CTP must report on the earned value of projects that are in the MIP each month. They must explain variances outside of the tolerance defined in Table 17. Performance Measures Targets. The FEMA Regional Offices must initiate and create a Corrective Action Plan (CAP) when a CTP is outside of the tolerance. The CTP is required to implement this CAP as instructed by their FEMA Regional Office. A CAP must define the reason for the variance and the intended resolution. FEMA Regional Offices will coordinate with FEMA Headquarters when CAPs are developed.

COMS SOW/PM SOW tasks are now tracked in the MIP. Cost and schedule performance measures are defined in this SOW. These measures will be used to monitor CTP performance and to determine future funding eligibility. Earned Value data entry involves the CTP updating cost, schedule and performance (physical % complete) in the MIP each month for each assigned task. The CTP may contact the FEMA Regional Office to obtain additional guidance (as needed) for updating COMS/PM efforts in the MIP.

1.7. Privacy and Protection of Personally Identifiable Information

A CTP's organizational access to the MIP provides you access to PII. Please have your organization coordinate with the FEMA Regional Office. Each user must currently meet the new [Risk Analysis Management \(RAM\) Access Portal \(RAP\)](#) process requirements.

Please contact your FEMA Regional Project Officer for more information.

2. Part 2 – Available COMS Scope Activities

Note, unless otherwise noted in the Custom Scope Elements cell(s) in Tables 3-13 in [Part 1.2.2](#), the CTP will fulfill all scope requirements identified in the following tasks.

The activities outlined in this SOW will be completed as specified in the funding opportunity, Award Notice and/or Articles of Agreement. The SOW may be terminated at the option of FEMA or the CTP in accordance with the provisions of the Partnership Agreement. If the SOW is terminated, the CTP must return all products produced to date. The CTP will return remaining funds to FEMA for any uncompleted activities under this SOW.

The COMS tasks and activities in this SOW are meant to recognize and enhance activities CTPs carry out that help communities:

- Understand their flood risk and the importance of addressing that risk.
- Become more willing to engage with the CTP and FEMA to learn about their risks.
- Become better primed to take action that reduces their risk based on that analysis.

Tasks funded under this SOW strengthen COMS activities. All processes and deliverables will be completed in accordance with FEMA's Guidelines and Standards for Flood Risk Analysis and Mapping, Revision 14, dated December 2023. This document is on FEMA's website at [Guidelines and Standards for Flood Risk Analysis and Mapping Activities Under the Risk MAP Program](#).

These guidelines and standards define how FEMA implements the statutory and regulatory requirements for National Flood Insurance Program (NFIP) flood risk projects.

COMS tasks cannot produce a Flood Insurance Rate Map (FIRM). Tasks that can be accomplished under this COMS SOW are as follows:

- COMS Engagement Plan (Required).
- Strategic Planning for Community Engagement.
- Meetings and Process Facilitation.
- Mitigation Support.
- Communication and Outreach to Communities.
- Training and Community Capability Development.
- Mitigation Planning Technical Assistance.

- Pilot Projects.
- Internal Partner Support Activities:
 - Mentoring.
 - Staffing.
- CTP Engagement.

2.1. COMS Engagement Plan (Required)

Intent: Document prepared by CTPs and used by Regional Offices to support Risk MAP Multi-year Planning. This plan should identify the overarching approach to community engagement. The detailed approach will be applied on a project-by-project basis. This plan must:

1. Document the CTP's COMS capabilities and accomplishments. For example, summarize how the CTP performs community outreach. Provide examples of successful community outreach efforts. Summarize the CTP's strategic approach to community engagement. Identify critical factors in successfully leading communities to reduce their risk.
2. Explain the CTP's vision for implementing or participating in Risk MAP. Describe how the CTP's activities advance the vision, goals and objectives of Risk MAP by encouraging communities to act to mitigate risk.
3. Include examples or updates from previous years' activities (if applicable).
4. Provide recommendations to FEMA regarding action and outreach potential for future Risk MAP projects within the state, regional or local area.

CTPs that are also completing activities under the PM SOW may combine the Business Plan and the COMS Engagement Plan for these two SOWs into a comprehensive Business Plan. The Business Plan should include the required elements for both the PM SOW Business Plan and the COMS SOW Engagement Plan. CTPs must work with their FEMA Regional Office for additional details and requirements of Business/Engagement Plans, including due dates for the state and/or local Business Plans.

If the CTP has both COMS and PM SOWs, then the COMS Engagement Plan and Business Plan requirements of the PM and COMS awards will be combined into a single deliverable. The FEMA Regional Project Officer must approve this combination. If this is the case, note it in Tables 3 to 13 in [Part 1.2.2](#).

2.2. Strategic Planning for Community Outreach and Engagement

Intent: The CTP will strategically prepare to engage with communities and stakeholders to drive discussions towards reducing natural hazard risk. This work can include creating a framework for action and/or working with the community to support its progress in reducing risk.

There are many ways to encourage natural hazard reduction or mitigation:

- Ensure that the community understands and accepts its flood risk.
- Invite non-traditional partners and community-based organizations that represent socially vulnerable populations to the conversation.
- Educate the community about how mitigation can help them in a way that is meaningful to them.
- Provide technical assistance to help identify what mitigation priorities are achievable.
- Ensure the right stakeholders (e.g., community officials, local influencers, regional and state partners) are involved so decisions about mitigation are optimized.
- Understand the community's other key concerns. Their concerns might affect their interest and capacity. This information can inform how best to engage with them.

Note: The communication and outreach activities described in this task supplement or complement the ones in the Flood Risk Project MAS. CTPs and the FEMA Regional Office must confirm no duplication of effort in other awards (e.g., grants, cooperative agreements, interagency agreements and contracts).

Unless otherwise amended in the “Custom Scope Elements” cell of Table 4. Task 2 – Strategic Planning for Community Outreach and Engagement, completion of Strategic Planning for Community Outreach and Engagement task will include:

Awareness and Action Strategy – Develop a regional approach to better understand communities’ needs and priorities. Do this by researching demographics and socio-economic factors, understanding community communications practices and preferences, evaluating local plans and initiatives, identifying local decision makers and potential advocates, understanding mitigation history and potential roadblocks, and identifying existing relationships with state and federal agencies. These collected insights can build stronger partnerships within a community, increase participation in and acceptance of the mapping process, and tailor risk messaging and meeting approaches.

Watershed and Community Assessment and Mitigation Action Plan – Assess a watershed and high priority communities to understand their mitigation priorities. Determine their existing relationships with FEMA and other federal agencies. The assessment may include local planners, floodplain administrators, elected officials, community leaders, local levee/dam/coastal leadership, business owners, residents, participants from other local departments such as public works, and others based on local needs such as Non-governmental Organizations (NGOs) or local initiatives. Local Hazard Mitigation Plans, FEMA’s National Risk Index, the Center for Disease Control/Agency for Toxic Substances and Disease Registry’s Social Vulnerability Index, and other planning

processes/documents can inform this work. Interviewing key stakeholders can inform the assessment.

Relationship Management Plan – Identify how to establish and/or build relationships among FEMA, the CTP and local stakeholders. Consider the objectives, roles and responsibilities and how you will measure success. Consult with local organizations or community champions to understand the nuances of a community. Ensure you capture all community dynamics.

Community Prioritization – Prioritize the action potential, action readiness or needs of communities within a watershed to inform project scoping and planning. Consider marginalized communities or populations and how you might address community-specific challenges when offering services to reduce disparities and build capabilities.

Integration Planning – Help federal, state and local partners coordinate efforts that move communities towards reducing flood risk. Convene a variety of stakeholders (who might have diverse goals) and provide tools and knowledge to conduct joint mitigation planning in a watershed. Consider a variety of planning tools, including those that address future conditions, and social vulnerability. The CTP will coordinate with their Regional Project Officer to ensure that they use up-to-date products and templates. New products must be assessed and fully reviewed before dissemination.

2.3. Meetings and Process Facilitation (if needed)

Intent: The CTP will hold meetings and facilitate the decision-making processes. Only meeting activities that are not funded under an award for a specific project area outlined in a Flood Risk Project MAS are allowed. However, the CTP may provide additional scope to clarify the difference between the funding under the COMS SOW and the MAS for the specific flood risk project. The following potential activities are included in this task:

Process Facilitation – Support for implementation of the strategic planning efforts includes identifying and supporting key community priorities and key influencers; supporting community identification of mitigation opportunities; gap analysis of community requirements for mitigation implementation; ongoing relationship management; monitoring, evaluation and update.

The CTP will create materials in “plain language” to increase understanding for meeting participants.

Where practical, CTPs will apply accessibility principles in meetings, such as language translation services, compliance with the [Americans with Disabilities Act \(ADA\)](#) accessibility and Section 508 compliance.

CTPS will follow all current PII policies regarding deliverables. If there are any questions regarding current PII policies, please reach out to your FEMA representative. CTPs may also reference the [Federal Registrar Notice on the Privacy Act](#).

The CTP will notify FEMA and all applicable parties of all meetings with community officials at least 3 to 6 weeks before the meeting (with as much notice as possible). FEMA and/or its contractor(s) may or may not attend the community meetings.

2.4. Mitigation Support

Intent: The CTP will leverage Risk MAP data, analyses, products and/or processes to support communities to advance mitigation actions. Funds cannot be used to update all or part of a Hazard Mitigation Plan. Funds may be used to add hazard mitigation concepts to community plans and regulations.

The CTP will work closely with state and local Emergency Management Offices across the life cycle of a Risk MAP project. They will work together to collect and quantify actions identified and those advanced during a project-specific MAS. Actions should also be documented during the grant period of performance for any projects, even after the closeout of a Risk MAP project. This activity supports local emergency managers to talk with communities beyond completion of the project for all watersheds included in this SOW.

Activities include:

Action Identified – Providing information communities can use to identify mitigation opportunities and/or select alternatives. Data can either be new data or aggregation of existing data that is delivered in formats that are useable. Analysis (i.e., risk assessments, social vulnerability analysis, triple bottom line analysis, or feasibility assessments) will be performed to solve identified problems and/or develop requirements for project solutions. This is also a chance to help the community understand its geographic location in the larger watershed. Topography should be considered when choosing mitigation projects because one community's effort can have downstream or upstream effects. Support will also include helping communities understand what capacity they need to undertake a project, how to carry out project planning, how to get the right people at the table to gain consensus on project options, and how to pursue funding sources.

Action Advanced – Support for communities to advance mitigation opportunities such as scoping/design; budgeting; obtaining funding; project planning; and technical support for zoning, code and/or ordinance development. Support will include helping communities navigate jurisdictional boundaries, political challenges related to gaining consensus and funding, support in navigating federal and state regulations and program requirements, identifying potential project partners, and educating the public about the project's benefits and any potential impacts that might occur during implementation.

Evaluation and Valuation – Support provided to the community to evaluate and demonstrate the value of the mitigation investment. Value can include calculating economic, environmental and/or social benefits as well as avoided losses from natural hazard events.

Other – Other activities discussed with the FEMA Regional Office.

2.5. Communication and Outreach to Communities

Intent: The CTP will develop, promote and deliver resources to communities for risk awareness and mitigation action. This might include developing messages and products for strategic outreach campaigns. The CTP may also choose to adapt existing public resources to the needs of a community. In [Part 1.2](#), the CTP should name the source of the adapted materials. Activities include:

Materials Development and Dissemination to Educate Communities – Develop and disseminate messages and materials that increase community understanding and awareness of both flood and other natural hazards. These tools should help to reassess community risk. Materials include plain language explanations of how flood risk is assessed and shown in a regulatory product, how flood risk data can inform community planning, why community feedback is critical to a flood risk project, updated website content, and other associated information. Consider the community’s needs, including translated or otherwise customized materials.

Materials Development to Help Community Officials in Their Own Outreach – Sample media materials to help promote a public meeting or explain project status. Materials can also include social media content and imagery for community officials to use, sample website copy, and other deliverables. Provide the best strategies for engaging a community based on the demographics, socioeconomic factors and other elements that might improve engagement and understanding.

Other – Other activities as discussed with the FEMA Regional Office.

2.6. Training and Community Capability Development

Intent: Develop and provide training to state and local officials during a flood risk project (at the discretion of the Regional Office) that promotes awareness of flood risk and mitigation action.

The CTP must ensure, and must provide documentation when requested by FEMA, that activities funded through this SOW do not replace those funded under other federal grant programs such as Hazard Mitigation Planning or Floodplain Management grant programs.

The CTP must identify whether in-house staff or contractors will give the training.

Training can occur at any time during a Risk MAP project. It may be beneficial to include a series of training activities during a flood risk project. The CTP will coordinate and/or give training to communities and/or individual groups. The CTP will:

- Determine target audience and effective methods of communication to reach them.
- Advertise to and confirm training participants.
- Determine training facility.
- Deliver training.

- Conduct training evaluations.
- Follow up with participants on unresolved issues.

Activities will include planning, developing and delivering trainings or direct support in the areas of:

- **Benefit Cost Analysis (BCA)** – Support communities to identify, capture and document the necessary data to run a BCA. Explain how to run the FEMA-approved BCA model. Funds cannot be used to run a BCA.
- **Building Science** – Teach communities about construction issues and opportunities in the identified natural hazard and risk areas.
- **Community Capability Development** – Help build community capability to sponsor and implement mitigation actions. Activities can include capability assessment; gap analysis; and process, change and project management.
- **Community Rating System (CRS)** – How to integrate CRS elements into mitigation plans and floodplain ordinances (public information, mapping and regulation, flood damage reduction, warning and response).
- **Community Planning** – Support communities to assess natural hazards in all facets of community planning (e.g., comprehensive plans, capital improvement plans, stormwater management).
- **Grant Application Development** – Support communities to develop SOWs, schedules and budgets to successfully apply for a grant. Funds may not be used to develop, submit or execute a grant proposal on behalf of a state, local, tribal, or territorial jurisdiction.
- **Mitigation Planning Technical Assistance** – Support communities by creating and providing training and technical assistance for achieving mitigation actions. This task cannot fund an activity that is already funded through another federal grant (including the PM SOW). This task should not duplicate assistance available to a community engaged in a Risk MAP project or through a pre- or post-disaster grant funded through the Hazard Mitigation Assistance (HMA) program. Training can be provided at any time during the Risk MAP project. A series of training activities can be provided during a flood risk project.
- **Risk Assessment** – Support communities as they assess relative risk through Hazus or other methods. Provide technical assistance on how to use a risk assessment tool.
- **Risk MAP Data Availability and Tools** – Help build community capability to use and understand the regulatory and flood risk components and tools of a Risk MAP project including Flood Risk Products.
- **Other** – Other activities as discussed with the FEMA Regional Office.

2.7. Mitigation Planning Technical Assistance

Intent: Encourage Hazard Mitigation Plan implementation and advance community hazard mitigation actions through technical assistance that supports the Mitigation Planning Process and Risk MAP projects.

Develop and provide products and materials that support communities to develop, evaluate, update and implement their mitigation plans and strategies. Technical Assistance provided through Risk MAP should focus on building a community's capability to plan for and reduce risk. Technical Assistance will encourage a community to apply or update their Hazard Mitigation Plan and advance community hazard mitigation actions through the Mitigation Planning Process in the form of administration. Technical Assistance can provide data related to the flood study or training on specific planning requirements and resources for improved planning. The following steps are emphasized:

- Incorporating new flood hazard and risk information.
- Working with the community to update and refine mitigation strategies about new flood hazard/risk information.
- Training mitigation planning teams.
- Helping communities understand the benefits of incorporating mitigation concepts into existing community plans, programs and policies.

This task cannot fund the creation or update of a Hazard Mitigation Plan. This task cannot fund an activity that is already funded through another federal grant (including the PM SOW). This task should not duplicate assistance available to any community engaged in a Risk MAP project or an HMA planning or project grant including planning-related activities.

The CTP must keep the technical assistance activities proposed in the COMS SOW focused on support related to community engagement, risk communication and identifying and/or advancing mitigation action. These activities will not be duplicated in the Program Management SOW.

2.8. Staffing

Intent: Provide staff to support Risk MAP COMS activities. Contractor support may not be engaged for Staffing and Mentoring for this SOW. The CTP must complete Staffing. The CTP will provide details in Table 10. Task 8 – Directly Funded Staffing, Table 14. Percentage of Time Spent on Tasks for Funded Staff, and Table 15. Percentage of Time Spent on Tasks for Unfunded Staff above.

2.9. Mentoring

Intent: Share CTP program experience and related information with peer participants regarding best practices and process improvements related to COMS activities. CTP will provide details in Table 11. Task 9 – Mentoring.

2.10. COMS Pilot Projects

Intent: As defined by and negotiated with the FEMA Regional Office and approved in coordination with FEMA Headquarters, the CTP will provide details in Table 12. Task 10 – Pilot Projects. This could include support to Future of Flood Risk Data (FFRD) pilot and validation basin development.

2.11. CTP Engagement

Intent: At the request of the FEMA region, the CTP will travel to and attend the CTP Symposium to participate in discussions and provide feedback on initiatives and program direction. CTP Symposium attendance from the CTP will occur no more frequently than once per calendar year. Contractor support may not be engaged for the CTP Symposium. In advance of travel, CTP will provide details for their travel to FEMA Regional Office and FEMA Headquarters. If travel to CTP Symposium attendance is not requested by the FEMA region, funds allocated to this activity may be repurposed for other travel related to this SOW with prior approval from the FEMA region.

Authorized Representative Signatures

Each party has caused this SOW to be executed by its duly authorized representative.

{Insert name of CTP Project Manager} Project Manager {Insert CTP name}	Date
--	------

{Insert responsible party} FEMA Regional Project Officer Federal Emergency Management Agency, Region {Insert region #}	Date
--	------

{Insert name of state authorized representative} {Insert title of state authorized representative}	Date
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{In states where statutory and/or regulatory requirements require the state's review and/or approval of new flood hazard data, the state will be a signatory to a community's agreement. Otherwise, delete the state representative signature line.}

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Acronyms

ADA	Americans with Disabilities Act
BCA	Benefit Cost Analysis
CAP	Corrective Action Plan
CFR	Code of Federal Regulations
COMS	Community Outreach and Mitigation Strategies
CPI	Cost Performance Index
CRS	Community Rating System
CTP	Cooperating Technical Partner
FEMA	Federal Emergency Management Agency
FFRD	Future of Flood Risk Data
FIRM	Flood Insurance Rate Map

HMA	Hazard Mitigation Assistance
MAS	Mapping Activity Statement
MIP	Mapping Information Platform
NFIP	National Flood Insurance Program
NGO	Non-governmental Organization
PII	Personally Identifiable Information
PM	Program Management
RAM	Risk Analysis Management
RAP	RAM Access Portal
Risk MAP	Risk Mapping, Assessment, and Planning
SF-PPR	Standard Form-Performance Progress Report
SOW	Statement of Work
SPI	Schedule Performance Index