



{Insert CTP Name(s)}

COOPERATING TECHNICAL PARTNERS (CTP)

FEMA-APPROVED COMMUNITY OUTREACH AND
MITIGATION STRATEGIES (COMS)

STATEMENT OF WORK (SOW)

COMS SOW No. {Insert Statement of Work Number}

Fiscal Year 2022



FEMA

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Document Organization and Instructions

This template should be used by Cooperating Technical Partners (CTPs) applying for an award to complete Community Outreach and Mitigation Strategies activities.

This document is organized into two parts to simplify and streamline the Statement of Work (SOW) completion process and improve the usability of the SOW for both the Cooperating Technical Partner (CTP) and Federal Emergency Management Agency (FEMA).

Part 1 provides areas for the CTP to detail custom SOW elements (formatted in tables), along with required elements which cannot be modified by individual CTPs:

- Part 1.1 – 1.3. These sections are where the CTP will provide a narrative on the project and identify the scope elements to be completed under this SOW. Opportunities to clarify or modify the standard descriptions and deliverables on fundable activities (as shown in Part 2) are provided. Additionally, the CTP will indicate the schedule for delivery, leverage, budget, performance measures, etc.
- Part 1.4 – Part 1.7. These sections include standard language the CTP is agreeing to, around standards, use of contractors, reporting and performance, and privacy and protection of personally identifiable information (PII). No inputs or edits may be required by the CTP.

Part 2 of this document provides standard language on available fundable scope activities. If the CTP indicates in Part 1 that they are applying for an individual fundable activity, the CTP is agreeing to scope as written in Part 2 under that subsection unless otherwise noted in Part 1. CTPs have the opportunity to customize this language (by note/deliverable additions, subtractions, etc.) after each scope element in the “Custom Scope Elements.” 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 (SOW) 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 the FEMA, the following explains 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 #} as follows:

1.1. Project and Point of Contact Information

Instructions: Complete Table 1 below with the basic project information and point of contact (POC) information for both the CTP and FEMA staff.

Table 1. Project and Point of Contact Information

Information Type	Insert Information
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 used for all activities except Staffing and Mentoring, which must be completed by the CTP</i>	{Insert name of CTP contractor, 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 (PO): <i>When necessary, additional FEMA assistance should be requested through the FEMA Regional Project Officer</i>	{Insert name of FEMA Regional Project Officer} {Insert FEMA region}
FEMA Funding to Complete this COMS SOW:	{Insert amount of funding provided by FEMA through Cooperative Agreement}

Information Type	Insert Information
<p>CTP Estimated Leverage:</p> <p><i>Final Leverage dollars or units will be entered as applicable in the Manage Data Development Task Workflow in the Mapping Information Platform (MIP). Leverage data shown here is an estimate of available Leverage at the time the scope is prepared and may be refined throughout the project. See Estimating the Value of Partner Contributions to Flood Mapping Projects “Blue Book” (Blue Book)</i></p>	<p>{Based on Blue Book estimated to be provided}</p>
<p>Project Team Coordination Activities:</p> <p><i>Throughout the project, all members of the Project Team will coordinate, as needed, to ensure that activities, products, and deliverables meet FEMA requirements and contain accurate, up-to-date information.</i></p>	<p>Meetings, teleconferences, and video conferences with FEMA and other Project Team members {specify frequency or dates for meetings}</p> <p>Telephone conversations with FEMA and other Project Team members on a scheduled {specify schedule for calls} basis and as needed basis, as required</p> <p>Email as needed</p> <p>{Add/delete/modify information, as necessary}</p>

1.2. Tasks and Deliverables to be Completed Under this SOW

1.2.1. NARRATIVE AND AUDIENCE

Instructions: Complete Table 2 below with a high-level narrative of the work to be accomplished under this COMS SOW, as well as the intended audience of the project.

Table 2. Narrative and Audience

Information Type	Insert Information
<p>SOW Narrative:</p>	<p>{Provide a high-level summary of what will be accomplished in this project. Maps may be added as appendices to this document as needed and referenced here.}</p>
<p>Intended Audience:</p>	<p>{Provide 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)”</p>

1.2.2. PROJECT TASKS AND DELIVERABLES

The following eleven 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
- Pilot Projects
- Internal Partner Support Activities:
 - Mentoring
 - Staffing

These tasks and their associated deliverables are in listed in the sections below.

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

Funding information is required per task. If any staff will be directly funded under this grant, please list all project budget and leverage information 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 for the completion of this COMS SOW
- **B - Partner Contribution.** Indicate the additional resources required that the CTP will provide to complete the assigned activities for this COMS SOW (also known as **Leverage**). Values shall be based on Blue Book values or actual costs where Blue Book values do not exist. The current Blue Book is dated April 2017 and can be downloaded from FEMA’s Information Resource Library at https://www.fema.gov/sites/default/files/documents/fema_risk-map_blue-book_2017.pdf.
- **A+B – Total Project Cost.** The sum of the above two quantities.

Task 1 – COMS Engagement Plan (Required)

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

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

Table 3. Task 1 – 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, you are agreeing to the scope as written in Part 2.1 COMS Engagement Plan unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. Only provide additional details here on what you plan to modify.</p> <p>{enter custom scope elements}</p>				

Task 2 – Strategic Planning for Community Outreach and Engagement

Instructions: Please fill out the required information in Table 4 below.

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 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 CTP's website and other digital platforms			<input type="checkbox"/>	
Other: {Insert additional details}			<input type="checkbox"/>	
Custom Scope Elements				
<p>Note, you are agreeing to the scope as written in Part 2.2 unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. Only provide additional details here on what you plan to modify. {enter custom scope elements}</p>				

Task 3 – Meeting and Process Facilitation

Instructions: Please fill out the required information in Table 5 below.

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, CCO, 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, you are agreeing to the scope as written in Part 2.3 unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. Only provide additional details here on what you plan to modify.</p> <p>{enter custom scope elements}</p>				

Task 4 – Mitigation Support

Instructions: Please fill out the required information in Table 6 below.

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 community uptake in mitigation)			<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, you are agreeing to the scope as written in Part 2.4 unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. ENTER any additional deliverables planned to be developed above. And add the specifics regarding the technical support that will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 5 – Communication and Outreach to Communities

Instructions: Please fill out the required information in Table 7 below.

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 frame flood risk in an accessible way for all communities identified for this task			<input type="checkbox"/>	
Newly developed outreach materials that help community officials to outreach to their constituents to inform them of flood risk and ways to reduce their risk			<input type="checkbox"/>	
Report on outreach activities			<input type="checkbox"/>	
Other: {Insert additional details}			<input type="checkbox"/>	
Custom Scope Elements				
<p>Note, you are agreeing to the scope as written in Part 2.5 unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. ENTER any additional deliverables planned to be developed above. And add the specifics to the types or audiences for the outreach that will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 6 – Training and Community Capability Development

Instructions: Please fill out the required information in Table 8 below.

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			<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, you are agreeing to the scope as written in Part 2.6 unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. ENTER additional deliverables planned to be developed above. And add the specifics on the training that will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 7 – Mitigation Planning Technical Assistance

Instructions: Please fill out the required information in Table 9 below.

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, you are agreeing to the scope as written in Part 2.7 unless otherwise modified/noted in this cell. If you accept the text as-is, there is no need to copy the wording here. ENTER additional deliverables planned to be developed above. And add the specifics on the technical support that will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 8 –Directly Funded Staffing

Instructions: Please fill out the required information in Table 10 below.

If Staffing is the only COMS Task to be performed under this SOW, please complete Table 13 and Table 14 below.

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 utilize {Insert number of staff} current personnel to support COMS activities			<input type="checkbox"/>	
Report on Outreach Activities			<input type="checkbox"/>	
Other: {Insert additional details}			<input type="checkbox"/>	
Custom Scope Elements				
<p>Note, you are agreeing to the scope as written in Part 2.8 unless otherwise modified/noted in this cell. If you've checked the box(es) above indicating you will undertake this activity, provide scope here.</p> <p><i>(E.g., Insert description of current staffing levels and types of staff supporting Community Engagement and Risk Communication activities. It should be clear what is being funded under the COMS SOW vs. PM SOW vs. the Risk Project Mapping Activity Statement (MAS). Detail request 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: Please fill out the required information in Table 11 below.

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, you are agreeing to the scope as written in Part 2.9 unless otherwise modified/noted in this cell. 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: Please fill out the required information in Table 12 below.

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 Activities			<input type="checkbox"/>	
Other: {Insert additional details}			<input type="checkbox"/>	
Custom Scope Elements				
<p>Note, given that pilot activities are by definition new, there are not details of the scope written in Part 2.10. ENTER deliverables planned to be developed above. And add the specifics that will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

1.2.3. PERCENTAGE OF STAFF TIME SPENT ON COMS TASKS

Instructions: Table 13 and Table 14 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 the CTP is not performing Staffing or is performing multiple activities which include Staffing, these tables may not be required. Coordinate with your FEMA POC on any additional applicability.

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

Table 13. 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 percent per employee)					

Table 14. 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 percent per employee)					

1.3. Schedule and Performance

Instructions: Insert deliverables for all activities included in this COMS SOW in Table 15 below. Examples provided in italics. Deliverables can be listed individually or grouped into a single deliverable date. Due dates will be negotiated with the FEMA Regional PO.

Table 15. COMS Deliverables Schedule

SOW Activities	Deliverable	Deliverable Due Date	Submitted To
COMS Engagement Plan (required)	COMS Engagement Plan	<i>Ex. 2 months from award date</i>	<i>FEMA Regional PO</i>
[TBD]			
[TBD]			
[TBD]			
[TBD]			

The activities documented in this SOW shall be completed in accordance with Table 15. COMS Deliverables Schedule. If changes to this schedule are required, the CTP shall coordinate with FEMA and other necessary Mapping Partners in a timely manner. Deliverables must be uploaded to the MIP unless otherwise approved by the FEMA Regional PO and it is the CTP’s responsibility to make sure that final deliverables are stored to the MIP prior to the end of period of performance.

Table 16. Performance Measures Targets

Note: Insert appropriate measures in Table 16 below based on the document “2022 CTP Performance Measures Matrix” in the Appendix of the Notice of Funding (NOFO) Opportunity

and coordinate with your FEMA Regional PO. This instructional note should be deleted prior to application submission.

Outcome ¹	Output Measurement ² (with customized Target)	Recorded Unit/Scale
Evidence of continued maintenance, using non-Federal funds, of the processes/systems to support collection, development, evaluation, dissemination, and communication of flood hazard and risk assessment data and mapping.	<p>[insert %] of non-federally funded identify maintenance activities for CTP agreement.</p> <p>Identify appropriate maintenance activities when customizing this metric. Examples of maintenance activities include:</p> <ol style="list-style-type: none"> 1. Continued data collection related to changes in flood hazards and development in flood-prone areas 2. Continued upgrades to data collection or mapping capabilities to incorporate new technologies 3. Preparation of multiple-year mapping or data collection plans 4. Maintenance of equipment and supplies, such as hardware, software, licenses, certifications, etc. that are necessary to complete, review, monitor and report on the work 	Should be expressed as either “Achieved” or “Not Achieved” for completing non-federally funded maintenance activities for the CTP agreement.
Advancement of program metrics and/or accomplishment of project performance measures, captured as Earned Value	Report on Schedule Performance Index (SPI) and 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.	<p>SPI Ratio (Budgeted Cost of Work Performed/Budgeted Cost of Work Scheduled [planned])</p> <p>CPI ratio (Budgeted Cost Work Performed/ Actual Cost Work Performed)</p>
{Insert Outcome}	{Insert Output Measurement}	{Insert Recorded Unit/Scale}

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

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

Outcome ¹	Output Measurement ² (with customized Target)	Recorded Unit/Scale
{Insert Outcome}	{Insert Output Measurement}	{Insert Recorded Unit/Scale}
{Insert Outcome}	{Insert Output Measurement}	{Insert Recorded Unit/Scale}

1.4. Standards

The standards relevant to this SOW are presented in FEMA Policy 204-078-1 Standards for Flood Risk Analysis and Mapping, Revision 12, dated November 2021 located on FEMA’s website at <https://www.fema.gov/flood-maps/guidance-reports/guidelines-standards/standards-flood-risk-analysis-and-mapping-public-review>. This Policy supersedes all previous standards included in the Guidelines and Specifications for Flood Hazard Mapping Partners, including all related appendices and Procedure Memorandums. Additional information, along with links to guidance documents, technical references, templates, and other resources that support these standards, may be found on the FEMA Guidelines and Standards website at <https://www.fema.gov/guidelines-and-standards-flood-risk-analysis-and-mapping>. FEMA reviews standards on an annual basis and the most current version of the policy should be used.

Additionally, CTPs and their subawardees must comply with the regulations in Chapter 44 of the Code of Federal Regulations (CFR), and the appropriate year CTP Funding Opportunity Announcement and Agreement Articles. CTPs shall also coordinate with their regional office to determine additional requirements that should be met. CTPs shall coordinate with the FEMA Regional PO to confirm that technical assistance also complies with regional requirements. Additional information is available in FEMA’s Incorporating Mitigation Planning Technical Assistance guidance document, available on the FEMA Guidelines and Standards website at <https://www.fema.gov/flood-maps/guidance-reports/guidelines-standards/guidance-femas-risk-mapping-assessment-and-planning>.

1.5. Use of Contractors

Check applicable statement in Table 17 below.

Table 17. Use of Contractors

Select One	Description of Contractor Options
<input type="checkbox"/>	<p>Contractor support may be used 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 record keeping, notification requirements, review procedures, competition, methods of procurement, and cost and pricing analysis. 2 CFR Part 200 may be viewed online at http://www.ecfr.gov/cgi-bin/text-idx?SID=cc011f4fb962e68cb0da4bc91e8fbb43&mc=true&node=pt2.1.200&rgn=div5</p> <p>Additionally, contractors must not pose a conflict-of-interest issue nor be active in writing the scope of this SOW.</p>
<input type="checkbox"/>	<p>The CTP does not intend to use the services of a contractor for this SOW. No transfer of funds to agencies other than those identified in the approved cooperative agreement application shall be made without prior approval from FEMA. The CTP will identify the name of the CTP contractor for services used as part of this SOW. The CTP shall ensure that the procurement for all contractors used 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 funding has been provided to the CTP by FEMA, financial reporting requirements for the CTP will be in accordance with the terms of the Cooperative Agreement Funding Opportunity Announcement, Articles of Agreement, or Award Notice for this SOW. The CTP shall also refer to [2 CFR Part 200](#). The CTP shall provide financial reports to the FEMA Regional PO and Assistance Officer in accordance with the terms of the signed Cooperative Agreement for this SOW.

Performance Reporting: Recipients are responsible for providing a signed performance report using the required list of information shown in the NOFO (or and old SF-PPR if preferred) on a quarterly basis throughout the period of performance, including partial calendar quarters as well as for periods where no grant award activity occurs. The CTP shall refer to [2 CFR Part 200](#) to obtain minimum requirements for progress reporting. The FEMA Regional PO, as needed, may request additional information on progress.

The CTP may meet with FEMA and/or its contractor(s) as frequently as needed to review the progress of the project 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 in conjunction with the progress reporting. The performance of the CTP is measured by Table 16. Performance Measures Targets. If you are completing a COMS project in conjunction with a Flood Risk Project MAS, then you may use the measures outlined in that MAS for your SF-PPP performance criteria.

Quantitative Targets for performance measures are defined above by using the 2022 CTP Performance Measures Matrix in conjunction with your FEMA Regional PO.

Earned Value Data Entry:

The CTP is required to report on the earned value of projects that are in the MIP monthly and must give explanations for variances outside of the tolerance defined above in Table 16. Performance Measures Targets. The FEMA Regional Offices must implement a Corrective Action Plan (CAP) when a CTP partner is outside of the tolerance. A CAP must define the reason for the variance and the intended resolution. FEMA Regional Offices shall coordinate with FEMA Headquarters (HQ) 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 partner performance and to determine future funding eligibility. Earned Value data entry involves updating cost, schedule, and performance (physical percent complete) in the MIP by the CTP each month for each assigned task. The CTP may contact the region to obtain additional guidance (as needed) for updating COMS/PM efforts in the MIP.

1.7. Privacy and Protection of Personally Identifiable Information

Your organizational access to the MIP signifies that you have access to Personally Identifiable Information (PII). As such, please ensure your organization has coordinated with the region so that each user is meeting the requirements with the new Risk Analysis Management Access Request (RAMSAR) process.

Please contact your FEMA Regional PO for more information.

2. Part 2 – Available COMS Scope Activities

Note, unless otherwise noted in Tables 3-12 in [Part 1.2.2](#) in the Custom Scope Elements cell(s), CTP is required to fulfill all scope required within the tasks described below.

The activities outlined in this SOW will be completed as specified in the Cooperative Agreement Funding Opportunity Announcement, 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, all products produced to date must be returned and remaining funds, provided by FEMA for this SOW, from uncompleted activities will be returned to FEMA.

The objective of the COMS activity documented in this SOW is to recognize and enhance activities undertaken by CTPs that create an environment where communities:

- Understand their flood risk and the importance of addressing that risk.
- Are more willing to engage with the Mapping Partner and FEMA to analyze their risks.
- Are better primed to take action to reduce their risk, based on that analysis.

Specifically, tasks funded under this SOW support and enhance COMS activities. All processes and deliverables shall be completed in accordance with FEMA's [Guidelines and Standards for Flood Risk Analysis and Mapping](#), Revision 12, dated December 2021 located on FEMA's website at www.fema.gov/guidelines-and-standards-flood-risk-analysis-and-mapping. These guidelines and standards define the specific implementation of the statutory and regulatory requirements for National Flood Insurance Program (NFIP) flood risk projects and address the performance of related Risk MAP activities.

COMS tasks cannot result in the production of a Flood Insurance Rate Map (FIRM). The activity/activities that could be accomplished under the 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

2.1. COMS Engagement Plan (Required)

Intent: Document prepared by recipients and used by Regional Offices in support of Risk MAP Multi-year Planning. This plan should identify the overarching approach to community engagement, that will then be implemented on a project-by-project basis. This plan must:

1. Document the capabilities and accomplishments of the partner related to COMS. For example, summarize the partner’s capabilities to do community outreach and provide some examples of successful community outreach efforts. And/or provide an overview of the partners strategic approach to community engagement and critical factors in successfully engaging communities in reducing their risk.
2. Explain the recipient’s vision for implementing or participating in Risk MAP, specifically describing how the partner’s activities advance the vision, goals and objectives of Risk MAP for encouraging communities to take action 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.

Recipients that are also completing activities under the PM SOW may combine Business Plan and the COMS Engagement Plan for these two SOWs into a comprehensive Business Plan that includes the required elements for both the PM SOW Business Plan and the COMS SOW Engagement Plan. Recipients 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 CTP has both COMS and PM SOWs, then the COMS Engagement Plan will be combined with the Business Plan requirements of the PM and COMS awards into a single deliverable, with approval from the FEMA Regional PO. If this is the case, make that notation in Tables 3 to 12 in [Part 1.2.2](#).

2.2. Strategic Planning for Community Outreach and Engagement

Intent: The CTP will strategically prepare for engagement with communities and stakeholders, to strengthen and focus project discussions towards taking mitigation action to reduce natural hazard risk. This work can include the development of plans, to create a framework for action throughout a project, and/or can also include outreach activities with the community, to facilitate its forwarding progress in reducing risk.

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

- Ensure the community understands and accepts its flood risk.
- Invite non-traditional partners and community-based organizations that represent socially vulnerable populations to be part of the conversation
- Educate the community about how mitigation can help their community in a way that is meaningful to them.
- Provide technical assistance to help identify what mitigation makes sense.
- Ensure the right stakeholders (community officials, local influencers, regional and state partners, etc.) are involved in the work, so that the decision-making required for mitigation action can be achieved.
- Understand the community's other key concerns that might impact their interest and capacity and inform how best to engage with them.

Note: Communication and outreach activities described in this task are meant to be supplemental or complementary efforts to those identified in the Flood Risk Project MAS. CTPs and the FEMA region are responsible for confirming no duplication of effort in other awards (grants, cooperative agreements, interagency agreements, and contracts).

Unless otherwise amended in Table 4. Task 2 – Strategic Planning for Community Outreach and Engagement in the “Custom Scope Elements” cell, 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 by conducting research on demographics and socio-economic factors, community communications practices and preferences, evaluation of local plans and initiatives, identification of local decision-makers and potential advocates, mitigation history and potential roadblocks, existing relationships with state and federal agencies, etc. These collected insights can build stronger partnerships within a community, increase participation in and acceptance of the mapping process, and personalize risk messaging and meeting approaches specifically for communities. This can be useful to identify any barriers or inequities in a community and help develop a more equitable approach to serve the whole community.

Watershed and Community Assessment and Mitigation Action Plan – Assess a watershed and high priority communities to understand their mitigation priorities and their existing relationships with FEMA and other federal agencies to inform future outreach. 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 along with other planning processes/documents can inform this work; supplemental interviews would also be informative.

Relationship Management Plan – Identify how to establish and/or build relationships between FEMA, the partner, and local stakeholders. Consider the objectives, roles and responsibilities, and how you will measure success. Lean on local organizations or community champions to understand the nuances of a community and ensure you are capturing all community dynamics.

Community Prioritization – Prioritize the action potential, action readiness, or need of communities within a watershed to inform project scoping and planning. Consider marginalized communities or populations and how you might address any inequities when tailoring or providing services to close the equity gap.

Integration Planning – Help state, federal, 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 PO to ensure up-to-date products and templates are used and new products are coordinated and fully reviewed prior to dissemination.

2.3. Meetings and Process Facilitation (if needed)

Intent: The CTP will hold meetings and facilitate the decision-making processes. Meeting activities are only allowable if they are not funded under an award for a specific project area outlined in a Flood Risk Project MAS, or the CTP must 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 included in this task are listed below:

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

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

Where practical, CTPs will strive towards applying accessibility principles in meetings such as ADA accessibility and Section 508 compliance.

All current policies on personally identifiable information regarding the allowed deliverables shall be followed.

The Mapping Partner shall notify FEMA and all applicable parties of all meetings with community officials at least 3 to 6 weeks prior to 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 but may be used to integrate hazard mitigation concepts into community plans and regulations.

The CTP shall work in close coordination with state and local Emergency Management Offices throughout the life cycle of a Risk MAP project to collect and quantify actions identified and actions advanced as part of a project specific MAS. Additionally, actions should be collected throughout the period of performance of this grant for any projects even after the close out of a Risk MAP project. This activity is used to provide for the coordinated effort with local emergency management to communicate with communities outside of the life cycle of the Risk MAP project, extending beyond completion of the project for all watersheds that fall within the Period of Performance of this SOW.

Activities include:

Action Identified – Support for communities to identify mitigation opportunities and/or select alternatives through the provision of data and/or analysis. Data is considered new data or aggregation of existing data that is delivered and disseminated in formats readily consumed by the end user. Analysis (i.e., risk assessments; social vulnerability analysis; triple bottom line analysis; or feasibility assessments) will be performed to help identify solutions to identified problems and/or develop requirements for project solutions. There also is an opportunity to help the community understand its geographic location in the larger watershed and how the topography of the watershed should be considered in the selection of mitigation projects, given that one community’s effort can have an impact downstream or upstream. Support will also include helping communities understand what capacity they need to undertake a project, how to organize their approach to project planning, how to engage the appropriate stakeholders to gain consensus around project options, and how to pursue funding sources to support the project.

Action Advanced – Support for communities to advance mitigation opportunities including scoping/design; budgeting; obtaining funding; project planning; 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 benefit of the mitigation 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, including calculating economic, environmental and/or social benefits as well as avoided losses from natural hazard events.

Other – Other activities as negotiated with the FEMA region.

2.5. Communication and Outreach to Communities

Intent: The CTP will develop, promote and deliver resources and products to communities for risk awareness and mitigation action, such as developing messages and products to implement strategic outreach campaigns. Activities include:

Materials Development & Dissemination to Educate Communities – Develop and disseminate messages and materials that increase community understanding and awareness of both flood and other natural hazards and that support project work that is developing an updated assessment of community risk. Materials include: plain language explanations of how flood risk is assessed and displayed in a regulatory product; how flood risk data can be used to inform community planning, why community feedback is critical to a flood risk project, updated website content, etc. Consider needs of the community including translated or tailored materials, as needed.

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

Other – Other activities as negotiated with the FEMA region.

2.6. Training and Community Capability Development

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

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

The recipient must identify if the training will be conducted by in-house staff or through contracted services.

Training can be provided at any time during a Risk MAP project, and it may be beneficial to include a series of training activities over the course of a flood risk project. The CTP will coordinate and/or administer training for communities and/or individual groups. The CTP will:

- Determine target audience.

- 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 as well as understand how to run the FEMA approved BCA model. Funds cannot be used to run a benefit cost analysis.

Building Science – Support communities in the understanding of construction issues and opportunities in the identified natural hazard and risk areas.

Community Capability Development – Support building community capability to sponsor and implement mitigation actions through activities such as: 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 in the consideration of natural hazards in all relevant areas of community planning, i.e., comprehensive plans, capital improvement plans, stormwater management, etc.

Grant Application Development – Support communities in the development of scopes of work, schedules, and budgets for a successful mitigation activity grant application. Funds may not be used to develop, submit, or execute a grant proposal on behalf of a state, tribe, local jurisdiction.

Mitigation Planning Technical Assistance – Support communities by the creation and dissemination of 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) and should not duplicate assistance available to any community engaged in a Risk MAP Project or 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. It may be desired to include a series of training activities over the course of a flood risk project.

Risk Assessment – Support communities in the assessment of relative risk for decision support, including HAZUS or other methods. Provide technical assistance on how to use a risk assessment tool.

Risk MAP Data Availability and Tools – Support building 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 negotiated with the FEMA region.

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 disseminate products and materials to 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 implement 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 especially as related to 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 may not be used to 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) and 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 HMA grants.

CTP must ensure that technical assistance activities proposed in the COMS SOW are focused on support related to community engagement, risk communication and identifying and/or advancing mitigation action, and that these activities are not duplicated in the Program Management SOW.

2.8. Staffing

Intent: Provide staff to support Risk MAP COMS activities. Contractor support may not be used for staffing and mentoring for this SOW. Staffing and mentoring must be completed by the CTP. CTP will provide details in Table 10. Task 8 – Directly Funded Staffing and Table 13. Percentage of Time

Spent on Tasks for Funded Staff and Table 14. 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 HQ. CTP will provide details in Table 12. Task 10 – Pilot Projects .

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

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
FIRM	Flood Insurance Rate Map
HMA	Hazard Mitigation Assistance
HQ	Headquarters
MAS	Mapping Activity Statement
MIP	Mapping Information Platform
NFIP	National Flood Insurance Program
NGO	Non-governmental Organization
NOFO	Notice of Funding Opportunity
PII	Personally Identifiable Information
PM	Program Management
PO	Project Officer
POC	Point of Contact
RAMSAR	Risk Analysis Management Access Request
Risk MAP	Risk Mapping, Assessment, and Planning
SOW	Statement of Work
SPI	Schedule Performance Index