



{Insert CTP Name(s)}

COOPERATING TECHNICAL PARTNERS (CTP)

PROGRAM MANAGEMENT (PM)

STATEMENT OF WORK (SOW)

PM SOW No. {Insert Statement of Work Number}

Fiscal Year 2023



FEMA

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Document Organization and Instructions

Cooperating Technical Partners (CTPs) should use this template to apply for an award to complete Program Management (PM) 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 Program Management (PM) Statement of Work (SOW) No. {Insert SOW #} is as follows:

1.1. Project and Point of Contact Information

Instructions: Complete Table 1 with the basic project information and points of contact (POCs) 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 (PO): <i>When necessary, ask for FEMA assistance through the FEMA Regional PO</i>	{Insert name of FEMA Regional Project Officer} {Insert FEMA region}

Information Type	Insert Information
FEMA Funding to Complete this PM 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 PM 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.}

Information Type	Insert Information
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 PM SOW:

- State and Local Business Plans and/or Updates (**required**).
- Global Program Management Activities (completed under the PM SOW when the CTP is also funded for tasks in the Flood Risk Project Mapping Activity Statement [MAS]).
- Global Outreach for Mapping.
- Training to State, Tribal, Territory, and Local Officials.
- Mitigation Planning Technical Assistance.
- Staffing.
- Technical Pilot Projects.
- Mentoring and Best Practices.
- Minimal Map Printing.
- Coordinated Needs Management Strategy (CNMS).
- Programmatic Quality Assurance/Quality Control (QA/QC) Plans.

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 per task. 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 PM SOW.
- **B - Partner Contribution.** These are other required resources that the CTP will provide to complete the assigned activities for this PM 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 April 2017, but a revision is expected to be published in 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 - State and Local Business Plans and/or Updates (Required)

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

Instructions: Add the required information to Table 3.

Table 3. Task 1 – State and Local Business Plans and/or Updates

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
State and Local Business Plans and/or Updates (<i>required as a condition of PM funding</i>) (see Part 2.1)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Business Plan (required)			<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. If you accept the text as is, you do not need to copy the wording here. Detail here only what you plan to change. Indicate here if the Community Outreach and Mitigation Strategies (COMS) Engagement Plan and PM Business Plan will be combined as a single deliverable.</p> <p>{enter custom scope elements}</p>				

Task 2 – Global Program Management Activities (to be completed under the PM sow when the CTP is also funded for tasks in the flood risk project mas)

This task shall be completed under the PM SOW when the CTP is also funded for tasks in the Flood Risk Project MAS – see [Part 2.2](#).

Instructions: Add the required information to Table 4.

Table 4. Task 2 – Global Program Management Activities

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Global Program Management Activities (to be completed under the PM SOW when the CTP is also funded for tasks in the Flood Risk Project MAS) (see Part 2.2)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Global Program Management 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 2.2. If you accept the text as is, you do not need to copy the wording here. Enter any other deliverables planned to be developed in the “Other” field above. Detail what will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 3 – Global Outreach for Mapping

Task 3 can be selected under this task if there is no COMS SOW. If a COMS SOW is also completed, the Outreach Plan is required under the Strategic Planning for Community Engagement Task and should not be part of this PM SOW.

Instructions: Add the required information to Table 5.

Table 5. Task 3 – Global Outreach for Mapping

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Global Outreach for Mapping (see Part 2.3)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Outreach Plan			<input type="checkbox"/>	
Report detailing outreach and coordination activities including backup or supplemental information used in writing the report			<input type="checkbox"/>	
Business Plan update describing (in detail) the outreach activities			<input type="checkbox"/>	
Updates to CTP’s website			<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. Detail here only what you plan to change.</p> <p>{enter custom scope elements}</p>				

Task 4 – Training to State and Local Officials

Instructions: Add the required information to Table 6.

Table 6. Task 4 – Training to State and Local Officials

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Training to State and Local Officials (see Part 2.4)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
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. Enter any other deliverables planned to be developed in the “Other” field above. Detail the training and/or audiences associated with this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 5 – Mitigation Planning Technical Assistance

Instructions: Add the required information to Table 7.

Table 7. Task 5 – Mitigation Planning Technical Assistance

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Mitigation Planning and Technical Assistance (TA) (see Part 2.5)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
A report detailing the TA provided including date(s) of TA and type of assistance and state, tribal, or local community stakeholders supported			<input type="checkbox"/>	
Copies of all technical data provided to local, state, and tribal communities			<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 other deliverables planned to be developed in the “Other” field above. Detail the technical assistance that will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 6 – Directly Funded Staffing

Instructions: Add the required information to Table 8.

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

Table 8. Task 6 – Directly Funded Staffing

PM 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 2.6)	<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 CTP program 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 2.6. If you accept the text as is, you do not need to copy the wording here. Still, detail here the activities and tasks that are planned for staff and need to be funded.</p> <p>{enter custom scope elements}</p>				

Task 7 – Technical Pilot Projects

Instructions: Add the required information to Table 9.

Table 9. Task 7 – Technical Pilot Projects

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Technical Pilot Projects (see Part 2.7)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Other: {Insert additional details}			<input type="checkbox"/>	
Custom Scope Elements				
<p>Note, given that pilot activities are (by definition) new, there are no details of the scope written in Part 2.7. Enter deliverables planned to be developed in the “Other” field above. Detail what will be completed in this activity in this section.</p> <p>{enter custom scope elements}</p>				

Task 8 – Mentoring and Best Practices

Instructions: Add the required information to Table 10.

Table 10. Task 8 – Mentoring and Best Practices

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Mentoring and Best Practices (see Part 2.8)	<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 Mentoring activities			<input type="checkbox"/>	
Report detailing Mentoring activities provided			<input type="checkbox"/>	
Participant Surveys completed by mentored individuals providing feedback on the quality and benefits of the mentor(s) and Mentoring activities			<input type="checkbox"/>	
{Insert #} Best Practice write-ups to be shared nationally on the CTP Collaboration Center, on the CTP Mentoring Network (via Basecamp), and with FEMA Regional PO			<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 accept the text as is, you do not need to copy the wording here. Detail here only what you plan to change.</p> <p>{E.g., insert list of specific knowledge management assets that will be shared/transferred, including with whom and how (Example: Best Practice write-ups, mentoring meetings, or conference calls).}</p>				

Task 9 – Minimal Map Printing

Instructions: Add the required information to Table 11.

Table 11. Task 9 – Minimal Map Printing

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Minimal Map Printing (see Part 2.9)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Quarterly report detailing the map printing activities including recipient community/individual, panel number, number of copies, and total associated cost			<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 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 10 – Coordinated Needs Management Strategy

Instructions: Add the required information to Table 12.

Table 12. Task 10 – Coordinated Needs Management Strategy

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Coordinated Needs Management Strategy (CNMS) (see Part 2.10)	<input type="checkbox"/>			
Deliverable		Mark “X” if deliverable will be done under this task		
Interim deliverables for the mapping project along its life cycle (funded, Preliminary, Letter of Final Determination [LFD])		<input type="checkbox"/>		
Supporting documentation for new determinations		<input type="checkbox"/>		
A self-certification document outlining the funded scope and comments per region discretion		<input type="checkbox"/>		
A self-certified CNMS spatial database using the CNMS QC tool		<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 2.10. 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 11 – Programmatic Quality Assurance/Quality Control Plans

Instructions: Add the required information to Table 13.

Table 13. Task 11 – Programmatic QA/QC Plans

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Programmatic Quality Assurance/Quality Control (QA/QC) Plans (see Part 2.11)	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Programmatic QA/QC Plan that includes any updates			<input type="checkbox"/>	
Quarterly report detailing the QA/QC activities completed for flood mapping products			<input type="checkbox"/>	
Corrective Action Plan(s) as needed			<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. 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>				

1.2.3. PERCENTAGE OF TIME SPENT ON TASKS OR ACTIVITIES

Instructions: Table 14 and Table 15 are only required if Staffing is the only PM Task to be performed under this SOW (other than the State/Local Business Plan, which is required). If the CTP is not performing Staffing or is performing multiple activities that include Staffing, these tables may not be needed. Coordinate with your FEMA POC about any other uses.

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 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
Program Management	%	%	%	%	
Outreach for Mapping	%	%	%	%	
Training to State, Tribal, and Local Officials	%	%	%	%	
Mitigation Planning Technical Assistance	%	%	%	%	
Mentoring and Best Practices	%	%	%	%	
{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
Technical Engineering and Mapping	%	%	%	%	
Hazard Mitigation	%	%	%	%	
Risk Assessment	%	%	%	%	
Outreach	%	%	%	%	
Program Management and Overseeing Contracts	%	%	%	%	
{Insert additional activities}	%	%	%	%	
Total (not to exceed 100% per employee)					

1.3. Schedule and Performance

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

Table 16. PM Task Deliverables Schedule

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

The activities documented in this SOW shall be completed in accordance with Table 16. PM Task Deliverables Schedule. If this schedule needs to change, the CTP shall coordinate with the FEMA Regional PO and other necessary Mapping Partners as soon as possible. Deliverables must be uploaded to the MIP unless otherwise approved by the FEMA Regional PO. 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 (NOFO), 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 document “2023 CTP Performance Measures Matrix.” Coordinate with your FEMA Regional PO.

Delete this instructional note before application submission.

Table 17. Performance Measures Targets

Outcome ¹	Output Measurement ² (with customized Target)	Recorded Unit/Scale
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.	SPI Ratio (Budgeted Cost of Work Performed/Budgeted Cost of Work Scheduled [planned]) CPI ratio (Budgeted Cost Work Performed/ Actual Cost Work Performed)
{Insert Outcome}	{Insert Output Measurement}	{Insert Recorded Unit/Scale}
{Insert Outcome}	{Insert Output Measurement}	{Insert Recorded Unit/Scale}
{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 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, expressed in units of measure that enable quantifiable recording of performance.

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 13](#) (dated December 2022).

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 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.

For any Mitigation Planning Technical Assistance activities, coordinate with the FEMA Regional PO to confirm compliance 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: [Guidance for FEMA's Risk Mapping, Assessment and Planning](#).

For CNMS activities, all work shall be performed in accordance with the requirements specified in the most recent Coordinated Needs Management Strategy (CNMS) Technical Reference available at: [Technical References for Flood Risk Analysis and Mapping](#).

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"/>	<p>Contractor support may be engaged for all activities within this SOW, except staffing and mentoring, which must be completed by the CTP. The CTP will identify the name of the CTP contractor for services engaged as part of this SOW. The CTP shall ensure that the procurement for all contractors used for this Program Management Activity complies with the requirements of 2 Code of Federal Regulations (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. 2 CFR Part 200 may be viewed online at: Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.</p> <p>Additionally, contractors must not pose a conflict-of-interest issue.</p>

Select One	Description of Contractor Options
<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, shall be made without prior approval from FEMA. The CTP shall ensure that the procurement for all contractors, if any are engaged for this SOW, 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. 2 CFR Part 200 may be viewed online at: “Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.”</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 NOFO, 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 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 NOFO). 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 shall refer to [2 CFR Part 200](#) for the minimum requirements for progress reporting. The FEMA Regional PO, 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 2023 CTP Performance Measures Matrix. Quantitative Targets for performance measures are defined using the 2023 CTP Performance Measures Matrix in conjunction with your FEMA Regional PO 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 PO. 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. The FEMA Regional Offices must implement a Corrective Action Plan (CAP) when a CTP 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 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 Access Portal (RAP) process requirements.

Please contact your FEMA Regional PO for more information.

2. Part 2 – Available PM 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 NOFO, 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 objective of the PM tasks and activities documented in this SOW is to recognize activities undertaken by CTPs as part of the active process of managing multiple projects. This is broader than individualized project management, which should be covered more directly in any other assigned MASs.

PM tasks and activities cannot result in the production of a Flood Insurance Rate Map (FIRM). Tasks that can be accomplished under this PM SOW are as follow:

- State and Local Business Plans and/or Updates (required).
- Global Program Management Activities (completed under the PM SOW when the CTP is also funded for tasks in the Flood Risk Project MAS).
- Global Outreach for Mapping.
- Training to State, Tribal, Territory, and Local Officials.
- Mitigation Planning Technical Assistance.
- Staffing.
- Technical Pilot Projects.
- Mentoring and Best Practices.
- Minimal Map Printing.
- Coordinated Needs Management Strategy.
- Programmatic QA/QC Plans.

2.1. State and Local Business Plans and/or Updates (Required)

Intent: State and Local Business Plans and/or updates must be submitted for a partner to receive funding for program management. Plans must describe the capabilities and accomplishments of the partner; explain the CTP's vision for carrying out or participating in Risk Mapping, Assessment, and Planning (Risk MAP), such as describing how the partner's activities work toward the vision, goals, and objectives of Risk MAP (including encouraging communities to take action to mitigate risk); include updates from previous years' activities (if applicable); record flood hazard mapping needs based on physical, climatological, or engineering methodology changes and document these mapping needs to be included in the CNMS Geographic Information System (GIS) data model; and provide recommendations to FEMA regarding future Risk MAP projects within the state or local jurisdiction.

CTPs who also receive an award for the COMS SOW may combine the Business Plan requirements of the PM and COMS awards into a single deliverable with approval from the FEMA Regional PO. The combined Business Plan must include all required elements of the PM Business Plan and the COMS Business Plan.

2.2. Global Program Management

(Completed under the PM SOW when the CTP is also funded for tasks in the Flood Risk Project MAS)

Intent: Program management is the active process of managing multiple related projects that need to meet or exceed predefined performance metrics. Specific metrics are defined on a region-by-region basis. It is recommended to include and/or reference specific relevant metrics as appropriate in this document. Efforts across a program will align and work toward meeting Risk MAP goals.

PM activities will typically occur in the areas of integration, scope, schedule, cost, quality, human resources (staffing, training, resource enablement), communication, risk, and/or procurement. Some efforts may extend beyond the scope of work in the SOW or specific project MAS.

The CTP will work with the FEMA Regional PO during the initiation of this activity to determine a PM Plan for implementation.

2.3. Global Outreach for Mapping

If conducting a COMS SOW as well, place this activity in COMS and remove/reference it here.

Intent: The Outreach project or activities for a PM SOW enhance the understanding of the overall National Flood Insurance Program (NFIP) flood mapping program. This knowledge includes flood risks and hazard identification. This task does not include the Outreach activities for a specific mapping project that begins during the project Discovery phase and continues through the map production and Post-Preliminary phases.

Note: The communication and outreach activities described in this task supplement or complement the ones in the Community Engagement tasks 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).

The main goal for Outreach is to create a climate of understanding and ownership of the mapping process at the state, tribal, and local levels. Well-planned Outreach activities can ensure a more positive interaction during the Risk MAP process. These outreach activities can also assist FEMA and other members of the Project Management Team (PMT) in responding to Congressional inquiries. The CTP plans to continue Outreach activities to educate communities on the necessary standards and benefits of developing better flood risk information.

The CTP will work with the FEMA Regional Office during the initiation of this activity to determine or understand the Outreach Plan. The FEMA Regional Office will have access to many outreach tools that have been developed for this process that can be used or customized. All communication with local governments will be done in accordance with 44 CFR Part 66.

The Mapping Partner shall notify FEMA and all applicable parties of all meetings with community officials at least 2 weeks before the meeting (with as much notice as possible). FEMA and/or its contractor may or may not attend the community meetings.

2.4. Training to State, Tribal, Territory, and Local Officials

Intent: Develop and provide technical training to state, tribal, territory, and local officials throughout the course of a flood risk project. Training can be provided at any time during the flood risk project to include a series of training activities.

If the CTP chooses to provide training to State, Tribal, and Local Officials, the CTP will coordinate and/or administer training for a defined Community and/or Individual on specific topics. The CTP will:

- Determine the target audience.
- Advertise to and confirm training participants.
- Determine the training facility.
- Provide training materials.
- Provide training instructors.
- Provide a list of participants and evaluations to FEMA.
- Follow up with participants on unresolved issues.

2.5. Mitigation Planning Technical Assistance

Intent: Create and distribute products and materials to help states, tribes, and local jurisdictions form, evaluate, update, and carry out their mitigation plans and strategies. Technical Assistance for Mitigation Planning provided through Risk MAP will focus on building a community's capability to plan for and reduce risk. Technical Assistance will encourage communities to carry out hazard mitigation plans. It will also help to advance community hazard mitigation actions through the Mitigation Planning Process and Risk MAP projects. This task includes the following steps:

- Add new flood hazard and risk information.
- Update and refine mitigation strategies, especially as they relate to new flood hazard/risk information.
- Train mitigation planning teams.
- Add mitigation into current community plans, programs, and policies.

This task will give state and local officials technical assistance for achieving mitigation actions. This task cannot fund the creation or update of a Hazard Mitigation Plan. It also cannot fund an activity that another federal grant already funds (including the COMS SOW). It will not duplicate assistance available to any community engaged in a Risk MAP project or a Hazard Mitigation Assistance (HMA) planning or project grant

2.6. Staffing

Intent: Provide staff to support Risk MAP Program Management activities. Contractor support may not be engaged for Staffing and Mentoring for this SOW. Staffing and Mentoring must be completed by the CTP.

2.7. Technical Pilot Projects

Intent: (As defined by and negotiated with the FEMA Regional Office and approved in coordination with FEMA Headquarters [HQ]. Please note that the Letter of Map Revision [LOMR] Review Partner Pilot has its own unique MAS. This PM SOW must not be used for the LOMR Review Partner Pilot Activity.)

2.8. Mentoring and Best Practices

Intent: Share CTP program experience and related information with peer participants regarding best practices and process improvements.

For this agreement, the CTP shall submit at least one written Best Practice to its FEMA Regional PO detailing something that was innovative, cost-saving, enhanced community engagement, or otherwise made the project stand out in a positive way. This best practice will be loaded to the CTP

Collaboration Center and CTP Mentoring Network (via Basecamp). If this CTP has a COMS SOW as well, this Best Practice can be conducted along with the requirement in that agreement.

2.9. Minimal Map Printing

Intent: Print copies of maps for individuals within the CTP’s jurisdiction. Funding for this activity must not be covered under another FEMA grant program and will not exceed \$5,000.

2.10. Coordinated Needs Management Strategy

Intent: CNMS is a spatial database. Each FEMA Region Service Center (RSC) maintains it as representation of FEMA’s mapped floodplain inventory and a reporting system for New Valid Updated Engineering (NVUE). CNMS is maintained and updated for LOMRs, Discovery, Digital Flood Insurance Rate Map (DFIRM) mapping projects, and expiring CNMS validation miles. The mapping partner will need to work and coordinate with their respective FEMA RSC to make sure the database is updated per FEMA specifications.

(The Flood Risk Project MAS should identify the following two optional paragraphs. If a CTP is only doing the CNMS and not the actual Discovery or Mapping Project, this must be coordinated in advance with the FEMA Regional Office and explained in this section.)

For this SOW, the CTP will assess and update the CNMS database for request area(s) within the **Discovery project** footprint after the meeting. This includes stream reaches identified for study/restudy and any areas with remaining needs and/or requests. The mapping partner needs to resolve any discrepancies within CNMS found at Discovery working with the FEMA RSC before the final deliverable.

For this SOW, the CTP will assess and update the CNMS database for all studies affected by the **Mapping Project** for new or updated studies. This task will need updates and deliverables to the FEMA RSC when the project is funded for Discovery, DFIRM production, Preliminary Issuance, and LFD Issuance. These are four vital updates CNMS needs along a project’s life cycle. The mapping partner shall use the CNMS Technical Reference sections (S_Studies_Ln Discovery and Scoping Phase Updates, S_Studies_Ln Preliminary Issuance Phase Update, and S_Studies_Ln LFD Issuance Phase Update) when updating CNMS. The CNMS Technical Reference is available at [Technical References for Flood Risk Analysis and Mapping](#). At each of the three update points, the CNMS database will be submitted to the FEMA RSC for incorporation into the Regional CNMS database. The FEMA RSC will work with the mapping partner to make sure study information is correct.

For this SOW, the CTP will assess and update the database for all current fiscal year expiring miles **and/or unknown miles** as of a specified year(s) for evaluation. Expiring miles are any miles with a VALIDATION_STATUS of Valid or Unknown and without a STUDY_TYPE of Being-Studied where the STATUS_DATE is five years or older within that fiscal year. For example, Flood Creek, with a status date of October 10, 2020, will “expire” on calendar year October 10, 2025, or FY25Q1.

During CNMS assessments of existing effective Zone A studies, Base Level Engineering (BLE) data will support directly Refined Zone A Engineering study (A5) validation. For more details about the A5 validation process, refer to “Appendix C: Zone A Study Validation Assessment” in the CNMS Technical Reference. BLE data prepared in accordance with the BLE Analyses and Mapping Guidance (February 2018) will meet the standards for comparison against effective floodplains as described in the CNMS Technical Reference.

All identified detailed (AE, AO, AH) reaches will be assessed using the checks identified in Appendix B: Detailed Study Validation Assessment of the CNMS Technical Reference. They will have appropriate documentation provided. The mapping partner can document the validation findings in check-sheets or within a CNMS database by adding fields.

As with detailed validation, all reaches must include appropriate documentation (see “Appendix B: Detailed Study Validation Assessment” in the CNMS Technical Reference). The mapping partner can document the validation findings in check-sheets or within a CNMS database by adding fields.

In addition to adding new and/or updated studies, as well as the validation checks on expiring miles (if applicable), the mapping partner will update line work to FEMA specifications. This work will be added into the Regional CNMS database. This will include but is not limited to:

- Use of topology rules to eliminate incorrect overlaps, multipart features, lines smaller than cluster tolerance, self-overlaps, and self-intersections. Where possible, the mapping partner will work to remove inappropriate dangles and pseudos. The stream network will have connectivity where appropriate.
- Maintenance of all attributes as the CNMS Technical Reference states (using the latest available release as a guide).
- Use of the most recent CNMS QC tool (ArcGIS Add-in) with no critical errors found. Any secondary errors will need RSC approval. You can get the ArcGIS add-in tool by request to the RSC.

The mapping partner shall maintain an archive of all data submitted for not less than three years past the grant closing date.

2.11. Programmatic QA/QC Plan

Intent: Form and carry out a programmatic plan for QA and QC of products funded under the Flood Risk Project MAS. Funding for this task does not include QA/QC of products. It only includes forming a plan for QA/QC and the program management aspects that relate to carrying out and monitoring the effectiveness of the plan. Activities will include forming corrective action plans and updates to the QA/QC plan as a result of quality errors that the CTP, FEMA, or FEMA contractors find. Funding for this activity must not be covered under another award. It also will not exceed \$10,000.

Authorized Representative Signatures

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

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

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

{Insert name of state authorized representative}	Date
{Insert title of state authorized representative}	

{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

BLE	Base Level Engineering
CFR	Code of Federal Regulations
CNMS	Coordinated Needs Management Strategy
COMS	Community Outreach and Mitigation Strategies
CPI	Cost Performance Index
CTP	Cooperating Technical Partner
DFIRM	Digital Flood Insurance Rate Map
FEMA	Federal Emergency Management Agency
FIRM	Flood Insurance Rate Map
GIS	Geographic Information System

HMA	Hazard Mitigation Assistance
HQ	Headquarters
LFD	Letter of Final Determination
LOMR	Letter of Map Revision
MAS	Mapping Activity Statement
MIP	Mapping Information Platform
NFIP	National Flood Insurance Program
NOFO	Notice of Funding Opportunity
NVUE	New Valid Updated Engineering
PII	Personally Identifiable Information
PM	Program Management
PMT	Project Management Team
PO	Project Officer
POC	Point of Contact
QA/QC	Quality Assurance/Quality Control
RAMSAR	Risk Analysis Management Access Request
RSC	Region Service Center
Risk MAP	Risk Mapping, Assessment, and Planning
SF-PPR	Standard Form-Performance Progress Report
SOW	Statement of Work
SPI	Schedule Performance Index
TA	Technical Assistance