



**{Insert CTP Name(s)}**

**COOPERATING TECHNICAL PARTNERS**

**PROGRAM MANAGEMENT STATEMENT OF WORK**

**PM SOW No. {Insert Statement of Work Number}**

**Fiscal Year 2024**



**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 for both the CTP and FEMA staff.

**Table 1. Project and Point of Contact Information**

Information Type	Insert Information
Project Name/Title (if applicable)	{Insert Project name/title}
CTP Organization Name:	{Insert CTP name}
CTP Contractor Working on the activities in this SOW: <i>Optional, only if contractors have already been identified; contractor support may be engaged for all activities except Staffing and Mentoring, which must be completed by the CTP</i>	{Insert name of CTP contractor, if applicable}
Sub-Recipient Working on the activities in this SOW: <i>Optional, only if sub-recipients have already been identified; contractor support may be engaged for all activities except Staffing and Mentoring, which must be completed by the CTPS</i>	{Insert name of CTP sub-recipient, if applicable}
CTP Partnership Agreement Date:	{Insert Partnership Agreement Date}
Period of Performance:	{Insert Start Date} to {Insert End Date}
CTP Project Manager:	{Insert name of CTP Project Manager}
FEMA Regional Project Officer: <i>When necessary, ask for FEMA assistance through the FEMA Regional Project Officer</i>	{Insert name of FEMA Regional Project Officer} {Insert FEMA region}
FEMA Funding to Complete this PM 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). 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 <a href="#">Estimating the Value of Partner Contributions to Flood Mapping Projects “Blue Book” (Blue Book)</a></i></p>	<p>{Based on Blue Book estimated to be provided}</p>
<p>Project Team Coordination Activities:</p> <p><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></p>	<p>Meetings, teleconferences, and video conferences with FEMA and other Project Team members {specify frequency or dates for meetings}</p> <p>Telephone or video conversations with FEMA and other Project Team members, scheduled {specify schedule for calls} and as needed</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 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
<p>SOW Narrative:</p>	<p>{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.}</p>
<p>Intended Audience:</p>	<p>{Add a high-level list of the intended audience within the footprint of this project including identification of State, Local, 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 12 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, Local, Tribal, and Territorial 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.
- CTP Symposium.

Note: The Staffing Task refers to the instance in which Staffing is the only PM task to be performed under this SOW (other than Business 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 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 <a href="#">Part 2.1</a> )	<input type="checkbox"/>			
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Business Plan (required)			<input type="checkbox"/>	
Other: {Insert additional details}			<input type="checkbox"/>	
<b>Custom Scope Elements</b>				
<p>Note that if you do not modify this cell, you agree to the scope as written in <a href="#">Part 2.1</a>. 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 will 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 <a href="#">Part 2.2</a> )	<input type="checkbox"/>			
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Global Program Management Plan			<input type="checkbox"/>	
Other: {Insert additional details}			<input type="checkbox"/>	
<b>Custom Scope Elements</b>				
<p>Note that if you do not modify this cell, you agree to the scope as written in <a href="#">Part 2.2</a>. 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 <a href="#">Part 2.3</a> )	<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 <a href="#">Part 2.3</a>. 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, Local, Tribal, and Territorial Officials

Instructions: Add the required information to Table 6.

**Table 6. Task 4 – Training to State, Local, Tribal, and Territorial 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, Local, Tribal, and Territorial Officials (see <a href="#">Part 2.4</a> )	<input type="checkbox"/>			
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Other: {Insert additional details}			<input type="checkbox"/>	
<b>Custom Scope Elements</b>				
<p>Note that if you do not modify this cell, you agree to the scope as written in <a href="#">Part 2.4</a>. 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 <a href="#">Part 2.5</a> )	<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, Local, Tribal, and Territorial community stakeholders supported			<input type="checkbox"/>	
Copies of all technical data provided to State, Local, Tribal, and Territorial 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 <a href="#">Part 2.5</a>. 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 15 and Table 16 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 <a href="#">Part 2.6</a> )	<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 <a href="#">Part 2.6</a>. 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 <a href="#">Part 2.7</a> )	<input type="checkbox"/>			
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Other: {Insert additional details}			<input type="checkbox"/>	
<b>Custom Scope Elements</b>				
<p>Note, given that pilot activities are (by definition) new, there are no details of the scope written in <a href="#">Part 2.7</a>. 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 <a href="#">Part 2.8</a> )	<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 Project Officer			<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 <a href="#">Part 2.8</a>. 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 <a href="#">Part 2.9</a> )	<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 <a href="#">Part 2.9</a>. 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 <a href="#">Part 2.10</a> )	<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 <a href="#">Part 2.10</a>. 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 <a href="#">Part 2.11</a> )	<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 <a href="#">Part 2.11</a>. 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 12 – CTP Symposium

Instructions: Add the required information to Table 14. Task 12 – CTP Symposium.

**Table 14. Task 12 – CTP Symposium**

PM Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
CTP Symposium (see <a href="#">Part 2.12</a> )	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Travel to and attend the CTP Symposium at request of FEMA region			<input type="checkbox"/>	
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 <a href="#">Part 2.12</a>. ENTER any planned deliverables in the “Other” field provided above. Specific scope elements that will be completed in this activity can be added here.</p> <p>{enter custom scope elements}</p>				

**1.2.3. PERCENTAGE OF TIME SPENT ON TASKS OR ACTIVITIES**

Instructions: Table 15 and Table 16 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 Regional Project Officer 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 15. 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, Local, Tribal, and Territorial Officials	%	%	%	%	
Mitigation Planning Technical Assistance	%	%	%	%	
Mentoring and Best Practices	%	%	%	%	
{Insert additional activities}	%	%	%	%	
Total (not to exceed 100% per employee)					

**Table 16. 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 17. 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 Project Officer.

**Table 17. 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 Project Officer</i>

The activities documented in this SOW will be completed in accordance with Table 17. PM Task Deliverables Schedule. If this schedule needs to change, the CTP will coordinate with the FEMA Regional Project Officer and other necessary Mapping Partners as soon as possible. Deliverables must be uploaded to the MIP unless otherwise approved by the FEMA Regional Project Officer. The CTP must upload final deliverables in the MIP before the period of performance ends.

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

Identify the appropriate performance measures in Table 18 based on the document “2024 CTP Performance Measures Matrix.” Coordinate with your FEMA Regional Project Officer.

**Delete this instructional note before application submission.**

**Table 18. Performance Measures Targets**

Outcome <sup>1</sup>	Output Measurement <sup>2</sup> (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). Must be between <b>0.92 and 1.08</b> . 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])
Advancement of program metrics and/or accomplishment of project performance measures, captured as Earned Value	Report on Cost Performance Index (CPI). Must be between <b>0.92 and 1.08</b> . If it is not, provide information on what is being done to correct the problem.	CPI ratio (Budgeted Cost Work Performed/ Actual Cost Work Performed)
{Insert Outcome}	{Insert Output Measurement}	{Insert Recorded Unit/Scale}

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

<sup>2</sup> 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.

Outcome <sup>1</sup>	Output Measurement <sup>2</sup> (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. Guidelines and Standards

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

This Policy supersedes all previous standards in the Guidelines and Specifications for Flood Hazard Mapping Partners. This includes all related appendices and procedure memoranda. Find more information and links to guidance documents, technical references, templates, and other resources that support these standards on the FEMA Guidelines and Standards website. This is at: [Guidelines 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 Project Officer 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 will be performed in accordance with the requirements specified in the most recent CNMS Technical Reference available at: [Technical References for Flood Risk Analysis and Mapping](#).

### 1.5. Use of Contractors

Check the applicable statement in Table 19.





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 18. Performance Measures Targets shows which performance measures the CTPs will use to track performance. If you are completing a COMS/PM project alongside a Flood Risk Project MAS, use the relevant measures in the 2024 CTP Performance Measures Matrix. Quantitative Targets for performance measures are defined using the 2024 CTP Performance Measures Matrix in conjunction with your FEMA Regional Project Officer and those defined in Table 18.

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

#### 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 18. The FEMA Regional Offices must initiate and create a Corrective Action Plan (CAP) when a CTP is outside of the tolerance. The CTP is required to implement this CAP as instructed by their FEMA Regional Office. A CAP must define the reason for the variance and the intended resolution. FEMA Regional Offices will coordinate with FEMA Headquarters when CAPs are developed.

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

## **1.7. Privacy and Protection of Personally Identifiable Information**

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

Please contact your FEMA Regional Project Officer for more information.

## 2. Part 2 – Available PM Scope Activities

Note, unless otherwise noted in the Custom Scope Elements cell(s) in Tables 3-14 in [Part 1.2.2](#), the CTP will fulfill all scope requirements identified in the following tasks.

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

The 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, Local, Tribal, and Territorial Officials.
- Mitigation Planning Technical Assistance.
- Staffing.
- Technical Pilot Projects.
- Mentoring and Best Practices.
- Minimal Map Printing.
- Coordinated Needs Management Strategy.
- Programmatic QA/QC Plans.
- CTP Symposium.

## 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 Project Officer. 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 Project Officer 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, Local, Tribal, and Territorial 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 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 Title [44 CFR Section 66 – Consultation with Local Officials](#).

The Mapping Partner will notify FEMA and all applicable parties of all meetings with community officials at least two 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, Local, Tribal, and Territorial Officials

**Intent:** Develop and provide technical training to State, Local, Tribal, and Territorial 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, Local, Tribal, and Territorial 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 State, Local, Tribal, and Territorial 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, Local, Tribal, and Territorial 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 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. 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 will submit at least one written Best Practice to its FEMA Regional Project Officer 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. 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 will 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 FEMA 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 Fiscal Year 25Q1.

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 will 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.

## 2.12. CTP Symposium

**Intent:** At the request of the FEMA region, the CTP will travel to and attend the CTP Symposium to participate in discussions, and provide feedback on initiatives and program direction. CTP Symposium attendance from the CTP will occur no more frequently than once per calendar year. Contractor support may not be engaged for the CTP Symposium. In advance of travel, CTP will

provide details for their travel to FEMA Regional Office and FEMA Headquarters. If travel to CTP Symposium attendance is not requested by the FEMA region, funds allocated to this activity may be repurposed for other travel related to this SOW with prior approval from the FEMA region.



## Authorized Representative Signatures

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

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{Insert name of CTP Project Manager} Project Manager {Insert CTP name}	Date
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{Insert responsible party} FEMA 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

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
LFD	Letter of Final Determination

LOMR	Letter of Map Revision
MAS	Mapping Activity Statement
MIP	Mapping Information Platform
NFIP	National Flood Insurance Program
NVUE	New Valid Updated Engineering
PII	Personally Identifiable Information
PM	Program Management
QA/QC	Quality Assurance/Quality Control
RAM	Risk Analysis Management
RAP	RAM Access Portal
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