



# {Insert CTP Name(s)}

COOPERATING TECHNICAL PARTNERS

FEMA-APPROVED SPECIAL PROJECT

STATEMENT OF WORK

SP SOW No. {Insert Statement of Work Number}

Fiscal Year 2025



FEMA

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## Document Organization and Instructions

Cooperating Technical Partners (CTPs) should use this template to apply for an award to complete Special Project (SP) 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 FEMA-Approved National Special Projects (SP) SOW No. {Insert SOW #} is as follows:

## 1.1. Project and Point of Contact Information

Instructions: Complete Table 1 below with the basic project information and point of contact information 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</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 SP 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 with a high-level narrative of the work to be done under this SP 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 6 tasks can be accomplished under this SP SOW:

- National Outreach Document Development.
- Participate in National Conferences that Address Risk Mapping, Assessment and Planning (Risk MAP) and CTP Issues.
- Technical Guidelines, Studies, and Reports Development.
- Mentoring.
- CTP Symposium.
- Other.

The sections below list these tasks and their associated deliverables.

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

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



### Task 1 – Develop a National Outreach Document

Instructions: Add the required information to Table 3.

**Table 3. Task 1 – National Outreach Document Development Leverage**

SP Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Develop National Outreach Document (see <a href="#">Part 2.1</a> )	<input type="checkbox"/>			
Deliverable			Mark “X” if deliverable will be done under this task	
Outreach Plan (as needed)			<input type="checkbox"/>	
A report with details on outreach and coordination activities, including backup or other information used to create the report			<input type="checkbox"/>	
Business Plan update with details on 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 2.1</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.</p> <p>{enter custom scope elements}</p>				



## Task 2 – Participate in National Conferences that Address Risk MAP and CTP Issues

Instructions: Add the required information to Table 4.

**Table 4. Task 2 – Participate in National Conferences that Address Risk MAP and CTP Issues**

SP Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Participate in National Conferences Addressing Risk MAP and CTP Issues (see <a href="#">Part 2.2</a> )	□			
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Other: {Insert additional details}			□	
<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. Detail here only what you plan to change.</p> <p>{enter custom scope elements}</p>				

### Task 3 – Develop Technical Guidelines, Studies, and Reports

Instructions: Add the required information to Table 5.

**Table 5. Task 3 – Technical Guidelines, Studies, and Reports Development**

SP Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Develop Technical Guidelines, Studies, and Reports (see <a href="#">Part 2.3</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 2.3</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 – Mentoring

Instructions: Add the required information to Table 6.

**Table 6. Task 4 – Mentoring**

SP Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Mentoring (see <a href="#">Part 2.4</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 the mentoring activities provided			<input type="checkbox"/>	
Participant surveys that mentored individuals completed to provide feedback on the quality and benefits of the mentor(s) and mentoring 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 2.4</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>{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 5 – CTP Symposium

Instructions: Add the required information to Table 7. Task 5 – CTP Symposium.

**Table 7. Task 5 – CTP Symposium**

SP 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 2.5</a> )	<input type="checkbox"/>			
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Travel to and attend the CTP Symposium at request of FEMA region			<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 2.5</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>				

**Task 6 – Other**

Instructions: Add the required information to Table 8.

**Table 8. Task 6 – Other**

SP Task	Mark “X” if task will be done under this SOW	(A) FEMA Contribution	(B) Partner Contribution	(A+B) Total Project Cost
Other				
<b>Deliverable</b>			<b>Mark “X” if deliverable will be done under this task</b>	
Other: {Insert additional details}				
<b>Custom Scope Elements</b>				
{Please detail scope elements here.}				

### 1.3. Schedule and Performance

**Instructions:** Identify each deliverable for all activities included in this SP SOW in Table 9. Special Projects Task Deliverables Schedule. Deliverables can be listed individually or grouped by a single date. Add more rows to the table as needed. Due dates will be discussed with the FEMA Regional Project Officer.

**Table 9. Special Projects Task Deliverables Schedule**

SOW Activities	Deliverable	Deliverable Due Date	Submitted To
<i>[insert Special Project Activities in this column]</i>			

The activities documented in this SOW will be completed in accordance with Table 9. Special Projects 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 to 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 10 based on the “2025 CTP Performance Measures Matrix.” Coordinate with your FEMA Regional Project Officer.

**Delete this instructional note before submitting the application.**

**Table 10. Performance Measures Targets**

Outcome <sup>1</sup> and Output Measure (from NOFO)	Output Measurement <sup>2</sup> (with customized Target)	Recorded Unit/Scale
<p><b>Outcome:</b> Advancement of program metrics and/or accomplishment of project performance measures, captured as Earned Value</p> <p><b>Output Measure:</b> SPI Threshold (final)</p>	<p>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.</p>	<p>SPI Ratio (Budgeted Cost of Work Performed/Budgeted Cost of Work Scheduled [planned])</p>
<p><b>Outcome:</b> Advancement of program metrics and/or accomplishment of project performance measures, captured as Earned Value</p> <p><b>Output Measure:</b> CPI Threshold (final)</p>	<p>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.</p>	<p>CPI ratio (Budgeted Cost Work Performed/ Actual Cost Work Performed)</p>
<p>{Insert Outcome and Output Measure}</p>	<p>{Insert Output Measurement Option (customized)}</p>	<p>{Insert Recorded Unit/Scale}</p>
<p>{Insert Outcome and Output Measure}</p>	<p>{Insert Output Measurement Option (customized)}</p>	<p>{Insert Recorded Unit/Scale}</p>
<p>{Insert Outcome and Output Measure}</p>	<p>{Insert Output Measurement Option (customized)}</p>	<p>{Insert Recorded Unit/Scale}</p>

### 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](#)

<sup>1</sup> An outcome is an observable and measurable change of knowledge, behavior, skills and/or efficiency resulting from the MAS 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 allow quantifiable recording of performance.



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

CTPs and their sub-awardees must comply with the regulations in Title 44 of the Code of Federal Regulations (CFR). They must also comply with the appropriate year CTP funding opportunity and Agreement Articles. CTPs will also coordinate with their FEMA Regional Office to determine if any additional requirements must be met.

### 1.5. Use of Contractors

Check the applicable statement in Table 11.

**Table 11. Use of Contractors**

Select One	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. 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: <a href="#">Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards</a></p> <p>Additionally, contractors must not pose a conflict-of-interest issue or be active in writing the scope of this SOW.</p>
<input type="checkbox"/>	<p>The CTP does not intend to engage the services of a contractor for this SOW. No transfer of funds to agencies other than those identified in the approved cooperative agreement application will be made without prior approval from FEMA. The CTP will identify the name of the CTP contractor for services engaged as part of this SOW. The CTP will ensure that the procurement for all contractors engaged for this SP 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. Additionally, contractors must not pose a conflict-of-interest issue.</p>

### 1.6. Reporting and Performance

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

**Performance Reporting:** CTPs must provide a signed performance report (using the list of required information shown in the funding opportunity). The CTP will submit the report quarterly during the period of performance. Reports will be required for partial calendar quarters and periods when no grant award activity occurs. An old Standard Form-Performance Progress Report (SF-PPR) may be substituted for the performance report, if preferred. The CTP will refer to [2 CFR Part 200](#) for the minimum requirements for progress reporting. The FEMA Regional Project Officer, as needed, may request additional information on progress.

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

The CTP must report performance of the grant along with the progress reports. Quantitative Targets for performance measures are defined using the 2025 CTP Performance Measures Matrix in conjunction with your FEMA Regional Project Officer and those defined in Table 10.

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

**Earned Value Data Entry:**

There may not be a task in the MIP Workflow associated with a FEMA-approved SP task. In that case, the MIP cannot be used to set baselines or track progress. The FEMA CTP program manager and the CTP should set a cost and schedule baseline at the beginning of the project. They can review it quarterly to assess the status of the project. The FEMA Regional Project Officer may request ad hoc status information.

The CTP must explain variances outside of the tolerance defined in Table 10. The FEMA Project Officer 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 Project Officer. 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.

## **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 Special Project Scope Activities

The activities outlined in this SOW will be completed as specified in 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 the remaining funds to FEMA for any uncompleted activities under this SOW.

The FEMA-Approved SP tasks and activities in this SOW are meant to recognize the activities CTPs conduct (non-profit organizations in particular). These help to support National Flood Insurance Program (NFIP) communities. Their actions reduce the risk of loss of life and property damage.

FEMA selects and funds approved SP applications based on annual priorities and available funding. The eligible tasks in the FEMA-Approved SP SOW are chosen jointly. This work defines where both the CTP and FEMA will contribute funding, data, and units of work. It is done to maximize the extent, accuracy, and usability of flood hazard studies and activities. The goal is to meet the needs of federal, state, local, tribal, and territorial NFIP stakeholders while minimizing the costs for all parties. The FEMA Regional Project Officer coordinates with the CTP. They review and finalize the SOW/MAS before the award. These tasks may include, but are not limited to, the following:

- Develop national outreach documents.
- Participate in national conferences that address Risk MAP and CTP issues.
- Develop new technical guidelines and issuing studies and reports.
- Develop and conduct mentoring sessions with existing recipients.
- Other.

### 2.1. Develop a National Outreach Document

**Intent:** This project, or activities for this SOW, is best understood as a process that helps people understand the overall NFIP flood mapping program. This includes the areas of flood risk and how to identify hazards. 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: CTPs and the FEMA point of contact must see that this work does not duplicate that of other awards. Consider grants, cooperative agreements, interagency agreements, and contracts.

Note: The communication and outreach activities in this task are meant to supplement or complement those identified in the Community Engagement tasks listed in the COMS SOW or the Flood Risk Project MAS.

The primary goal for outreach is to build a climate of understanding and ownership of the mapping process at the State, Local, Tribal, and Territorial levels. Well-planned outreach activities build a more positive interaction during the Risk MAP process. They help FEMA and others respond to Congressional inquiries. The CTP plans outreach activities to educate communities on the standards and benefits of better flood risk information.

The CTP will work with FEMA during the initiation of this activity to build or understand the Outreach Plan. The Regional Office will have access to many outreach tools that have been developed for this process. These can be used or customized. All communication with local governments will be follow Title [44 CFR Part 66 – Consultation with Local Officials](#).

## 2.2. Participate in National Conferences that Address Risk MAP and CTP Issues

**Intent:** Specific metrics are defined in this SOW. Efforts across a program are aligned and integrated to meet Risk MAP goals.

## 2.3. Develop Technical Guidelines, Studies, and Reports

**Intent:** Specific metrics are defined in this SOW. Efforts across a program will be aligned and integrated toward the accomplishment of Risk MAP goals.

## 2.4. Mentoring

**Intent:** Share CTP program experience and related information with peers. Share best practices and ways to improve processes.

For this agreement, the CTP will submit at least one written Best Practice to its FEMA Regional Project Officer. This will detail an innovative feature of a project. This feature may save costs, enhance community engagement, or support project success in other ways. It will be added to the CTP Collaboration Center and CTP Mentoring Network (via Basecamp). If the CTP has a COMS SOW as well, it may work with others to apply this Best Practice using the requirements in that agreement.

## 2.5. 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 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

CAP	Corrective Action Plan
CFR	Code of Federal Regulations
COMS	Community Outreach and Mitigation Strategies
CPI	Cost Performance Index
CTP	Cooperating Technical Partner
FEMA	Federal Emergency Management Agency
MAS	Mapping Activity Statement
MIP	Mapping Information Platform
NFIP	National Flood Insurance Program
PII	Personally Identifiable Information
RAM	Risk Analysis Management
RAP	RAM Access Portal
Risk MAP	Risk Mapping, Assessment, and Planning
SF-PPR	Standard Form-Performance Progress Report
SOW	Statement of Work



SP Special Project

SPI Schedule Performance Index