



# Cooperating Technical Partners (CTP) Program

## Five-Year Operations Plan (FY2022–FY2026)

September 2023

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## Letter From the CTP Program Coordinator

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To the Cooperating Technical Partners (CTP) Community,

The CTP Program Five-Year Operations Plan (Ops Plan) is the culmination of effort put forth by a number of stakeholders who volunteered their time to participate in developing a clear path forward for the CTP Program.

The effort began in February 2020, when the Federal Emergency Management Agency (FEMA) Engineering Services Branch administered a comprehensive survey to the CTP Community of Practice (CoP) to solicit feedback, evaluate and document the Program's effectiveness and value to FEMA's mapping program, and establish the priorities of the Program over the next five years. The findings from the Feedback Survey identified a number of program-related needs and suggested changes, such as:

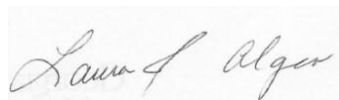
- Providing more training opportunities.
- Improving performance measurement and capturing and defining success.
- Improving access to and communication of available resources.
- Improving CTP-FEMA communications overall.

In light of the momentum and feedback attained, the CTP Program began to analyze these findings and establish five main goals around which the Ops Plan is organized. Additionally, consideration was given to how the CTP Program can better support the *Risk Management 2022 -2031 Strategic Plan* as well as the Federal Insurance Mitigation Administration five priority areas for executing the Risk MAP program. The resulting CTP Program goals and objectives will be the basis for future program planning for the CTP Program.

The CTP Program shared these draft components and collected input from the regional and Headquarters CTP Program Leads, the CTP CoP Steering Committee, working groups, the full CTP CoP, and FEMA leadership. The information was also shared during concurrent sessions at the 2020 and 2021 Association of State Floodplain Managers annual conference. CTP stakeholders were given the opportunity to comment and edit at each opportunity.

The result is this Ops Plan, which provides guidance to implement programmatic changes to improve and enhance the CTP Program in the years to come. This plan outlines five goals, thirteen objectives, twenty-seven actions, and thirty-nine recommended deliverables to improve and enhance CTP Program operations. The completion of the Five-Year Ops Plan is an exciting accomplishment for FEMA and the CTP Program. In five years' time, we anticipate a more vibrant and well-functioning program.

Thank you to all who participated in the development and realization of the plan.



**Laura J. Algeo**

National CTP Program Coordinator

# 1 Executive Summary

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## 1.1 Operations Plan Overview

The Cooperating Technical Partners (CTP) Program Five-Year Operations Plan (Ops Plan) establishes a roadmap for the CTP Program to improve operational efficiencies. The Ops Plan goals, detailed below, come primarily from the 2020 CTP Program Feedback Survey (Feedback Survey) respondent data. This data was vetted and discussed throughout the CTP stakeholder community and Federal Emergency Management Agency (FEMA) stakeholders such as FEMA Regional Program Management (PM) Leads, Regional Program Management Leads (RPMLs) and FEMA Headquarters (HQ) CTP Program stakeholders.<sup>1</sup> Stakeholders agree that the five Ops Plan goals identified provide FEMA HQ the correct direction for program execution. They are designed to provide CTPs, contractors,<sup>2</sup> and FEMA with a unified vision and focus for executing the program. These goals, described in more detail the sections below, are:

- 1) *Enhance program and performance measures and metrics to ensure CTP Program excellence.*
- 2) *Advance learning concepts and a comprehensive training program to maintain and improve CTP Program knowledge.*
- 3) *Integrate CTPs and their lessons learned the into future program planning and execution.*
- 4) *Increase program communication and guidance for improved FEMA and CTP relationships.*
- 5) *Identify and integrate program innovations and efficiencies.*

As these overarching goals were developed into objectives and actions consideration was given to how the priorities for the CTP Program would strengthen both the Risk Management's *Risk Management 2022-2031 Strategic Plan* (June 2021), as well as RMD's five Risk Mapping, Assessment, and Planning (Risk MAP) priority areas, further discussed in Section 1.3.<sup>3</sup>

Throughout the execution and feedback process of this five-year Ops Plan, special consideration will be given to identifying ways in which the actions and deliverables identified for the CTP Program can further the new *2022-2026 FEMA Strategic Plan* focus areas of instilling equity in what we do, leading the whole community in climate resilience, and promoting and sustaining a ready FEMA and prepared nation.<sup>4</sup>

Additionally, there are other stakeholders within FEMA who participate in shaping the CTP Program, such as the Technical Mapping Advisory Council (TMAC). In the 2020 TMAC Report there is one CTP-related recommendation, related to partnerships. Earlier TMAC recommendations have since been addressed.<sup>5</sup> For more details about how the Ops Plan goals align to TMAC, refer to [APPENDIX 8.1: Ops Plan Alignment with TMAC Recommendations](#).

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<sup>1</sup> CTP Program stakeholders include CTPs, their contractors, and/or other Federal agencies or organizations engaged throughout a CTP project (also called FEMA Mapping Partner).

<sup>2</sup> The Ops Plan Integrated Planning Team (IPT) identified that FEMA contractors should have access to and be encouraged to take CTP Program training courses.

<sup>3</sup> Risk Management is the organizational designation that encompasses the staff within the Risk Management Directorate (RMD) at Headquarters and the Regional Risk Analysis Branches (RABs).

<sup>4</sup> FEMA released the [2022-2026 FEMA Strategic Plan: Building the FEMA our Nation Needs and Deserves](#) in December 2021.

<sup>5</sup> The 2020 TMAC Annual Report is available at: [https://www.fema.gov/sites/default/files/documents/fema\\_2020-tmac-annual-report.pdf](https://www.fema.gov/sites/default/files/documents/fema_2020-tmac-annual-report.pdf)

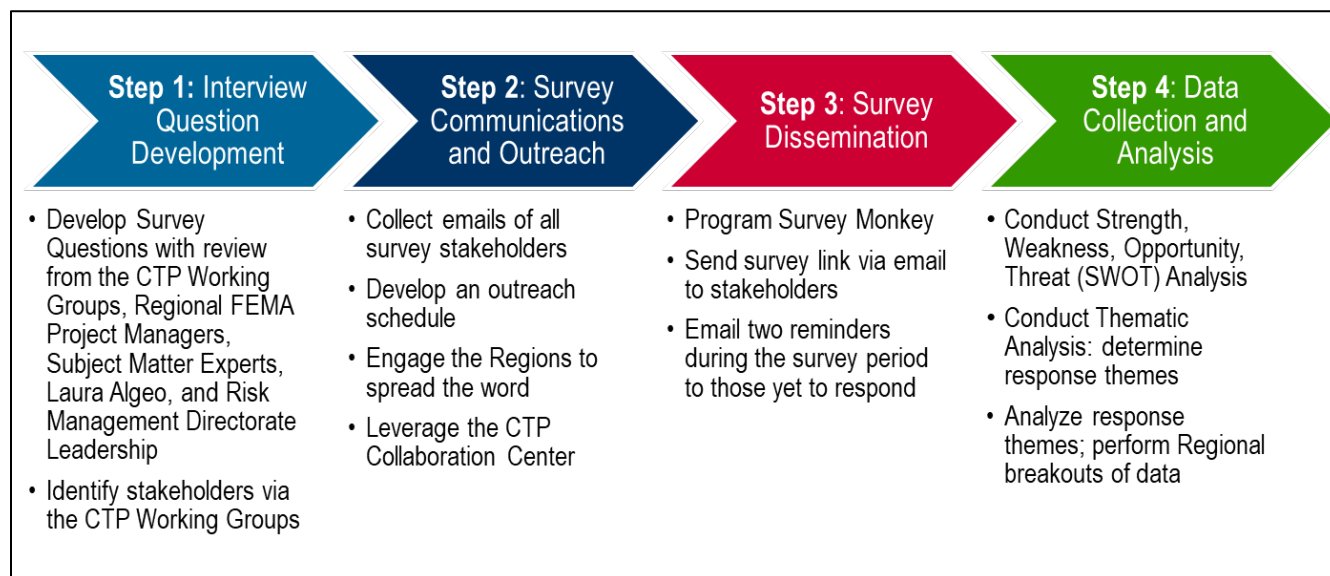
## 1.2 The CTP Program Feedback Survey and Key Findings

In February 2020, a Feedback Survey was administered to nearly 500 CTP Program stakeholders to collect data and evaluate the Program’s structure and effectiveness. The Deloitte Program Management (PM) Team worked under the direction of Laura Algeo, FEMA CTP Program National Lead, and the CTP Working Groups, to conduct the survey.

Information and data were collected to inform the following CTP Program objectives and initiatives:

1. **Demographic assessment** to understand the diversity of partners and reach across regions and at the local level.
2. **Identification of potential tools, resources, training, and process improvements** that may benefit the Program.
3. Development of **success measures** for the CTP Projects and the Program overall.
4. Feedback regarding the **future of Risk MAP** and the CTP Program.

The Feedback Survey execution was separated into four steps: (1) Interview Question Development (2) Survey Communications and Outreach (3) Survey Dissemination and (4) Data Collection and Analysis (Figure 1).



**Figure 1. Feedback Survey Steps**

The survey was successfully delivered via email, and we received 131 responses from nearly all CTP stakeholder types and FEMA regions for a response rate of approximately 27%. A qualitative and quantitative assessment of program impacts was completed that allowed for the direct comparison of results among regions, headquarters, and stakeholders and provided findings that can be used to identify recommended strategies for program improvement, growth, and enhancement.

### 1.2.1 Key Themes, Insights, and Recommendations from the Feedback Survey Results

The following are ten key themes came out of the Feedback Survey analysis.

1. **The diverse CTP stakeholder community is committed to the future success of the Program** by investing its experience, project management capabilities, and industry knowledge. For example, CTPs with 10 or more years of experience were the most prevalent group of

respondents to the survey, indicating that the those with the most industry knowledge are invested in the future success and effectiveness of the Program. Since they have been the longest standing beneficiaries and users of the Program, the CTP Program should continue to find ways to solicit their feedback and ideas for improving the Program, including on the next five-year operations plan.

2. Overall, the **CTP Program is considered successful by its stakeholders**. Success is defined by the outcomes of improved maps and technical data, improved outreach and communication, higher capacities and efficient use of resources, stronger partnerships with FEMA and communities, and greater awareness of resources and needs across organizations and multiple levels of government.
3. In addition to overall success, **the Program has improved in the last five years** due to changes made to its implementation. Much of this success can be attributed to high-quality and well-aligned training opportunities and coordination at the regional level since the FEMA Regions have the greatest understanding and perspective on what their CTP organizations need.
4. Despite nearly unanimous agreement that their participation in CTP projects is successful, **many respondents feel ‘stuck’ with performance measures that do not seem to accurately reflect that success, signaling a gap between how CTPs define success and how FEMA measures performance**. Both FEMA and CTP respondents can benefit from more guidance and training about (1) how to define measures, (2) how to report performance, and (3) how to leverage CTP-FEMA coordination to collaboratively tailor and develop performance measures.
5. Though its internal stakeholders define the CTP Program as a success and there are processes, tools, and guidance in place to capture its value, impact, and return on investment, there is **inconsistency across the regions in how performance is tracked and measured, how CTP participation is tracked and reported, and to what extent Leverage is captured**. Incorporating more consistent practices in capturing and reporting this information will enable the Program to build a more cohesive narrative to internal and external audiences that frequently request Program impact information, such as Congress and Risk Management Directorate (RMD) leadership.
6. **CTPs desire more opportunities to engage and connect with FEMA staff and other CTPs and receive program information and guidance on a regular basis**. FEMA can make a positive impact on management and operations of the CTP Program through better communication on Performance Measures, increased communication opportunities with FEMA regions, and increased feedback opportunities for CTPs. As the new Performance Measures Reporting Tool is rolled out to CTPs and as greater efforts are made to improve use and awareness of the CTP Collaboration Center and the new learning resources poised for release in 2021, clear and frequent communication, including trainings and webinars, will be imperative to provide the best chance for uptake.
7. **CTPs desire more opportunities to learn**, especially through webinars and trainings in the areas of Mapping (and other Technical/Engineering topics), project management, and communications. The CTP Program should find new ways of marketing and sharing the webinars and training opportunities with its diverse CTP Community of Practice (CoP) to maximize participation. Also, there is an opportunity for past webinars and trainings to be

shared more widely to increase use; however, difficulty accessing and using the CTP Collaboration Center could be inhibiting the use of recorded trainings.

8. CTPs want the ability to exercise **more innovation, greater flexibility, and greater support from FEMA. Additionally, they would like simplification of administrative processes**, better understanding of the project types, more training and programmatic guidance, increased collaboration and engagement among all partners, and program flexibility to prioritize meeting local needs.
9. **Most of the CTP stakeholder community is invested in the Future of Flood Risk Data (FFRD)** and unsurprisingly, view the role of private sector and state, local, tribal, and territorial entities as vital to its success. Respondents believe that FEMA’s implementation of the FFRD can be best supported through shifting from binary to graduated flood risk, improving outreach and communication about Risk Rating 2.0 with CTPs and communities, and making updated flood risk data more widely available. Respondents wish to be a part of defining the opportunities to ensure they meet the needs of all stakeholders.
10. While many people are excited about the opportunities **FFRD and Risk MAP evolution** will bring to the CTP Program, there is still a **gap in awareness, understanding, and buy-in about these initiatives and how they will impact the implementation of the CTP Program**. In pivoting towards the future of Risk MAP and reflecting on the activities they would prioritize or deprioritize if funding levels increased or decreased, **CTPs would continue to prioritize hazard risk communication and training to communities regardless of funding levels**.

### 1.3 Connections to the FEMA Strategic Goals, Risk Management Goals, and Risk MAP Priority Areas

FEMA has recently released its the *2022- 2026 FEMA Strategic Plan: Building the FEMA our Nation Needs and Deserves* (December 2021). Utilizing input from partners, stakeholders, and FEMA employees, FEMA developed a bold plan that puts people first and responds to a changing landscape. The plan outlines three ambitious goals:

1. Instill Equity as a Foundation of Emergency Management
2. Lead Whole of Community in Climate Resilience
3. Promote and Sustain a Ready FEMA and Prepared Nation

In Figure 2 below, you can see how the RMD and Regional Risk Analysis Branches’ (RABs) joint *Risk Management 2022-2031 Strategic Plan* (June 2021) aligns with the overarching goals and objectives of the FEMA Strategic Plan.<sup>6</sup> Of note, Risk Management’s Goal E is to **invest in strategic partnership networks**. The CTP Program is itself an embodiment of this goal.

In order to achieve the Risk Management goals outlined in Risk Management’s Strategic Plan, FEMA has identified five Risk MAP priorities which help support the success of implementing these strategies in Fiscal Year 2022. These are:

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<sup>6</sup> The *Risk Management FY2022-2031 Strategic Plan* outlines how FEMA will advance a unified Risk Management mission across the RMD and the RABs over the next ten years.

- Maintain 80% New, Validated, or Updated Engineering (NVUE)
- Advance Ongoing Work
- Modernize IT Structure
- Meet Statute Requirements
- Advance FFRD

The goals, objectives, and actions detailed in this CTP Ops Plan were developed to support the larger goals, and strategies identified by the Agency. The FY22 Risk MAP priorities have been developed to determine successful implementation of Risk Management’s Strategic Plan. Figure 2 below illustrates how the CTP program and its goals identified in the 5 Year Ops Plan nests into these higher-level focus areas, with the five priorities of the Risk MAP. While many of the CTP Program’s goals are cross-cutting, the areas where they align most closely are depicted. The goals for the successful implementation of the CTP Program touch each of the short-term Risk MAP Priority levels which help builds connectivity to the FEMA Strategic Plan.

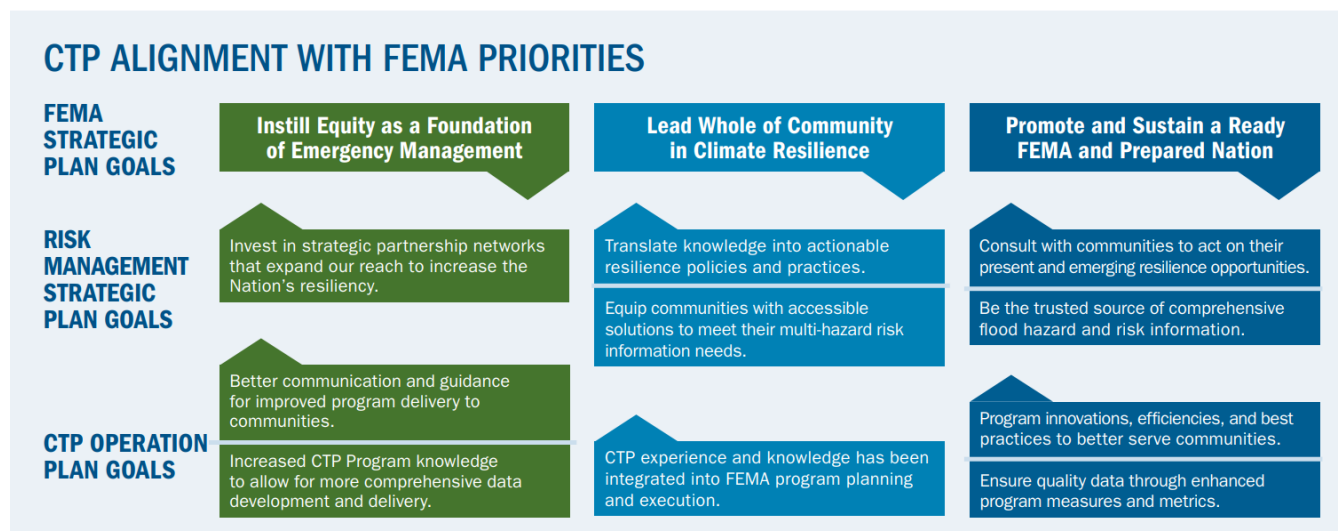


Figure 2. CTP Program Mission Alignment to FEMA Goals and Risk MAP's Priority Levels

The CTP Program will leverage the feedback process inherent in the Ops Plan implementation (see Section 4) to continue to ensure that the actions and deliverables identified here are executed in a way that instills equity, leads the whole community in climate resilience, and promotes and sustains a ready FEMA and prepared nation.

## 1.4 Operations Plan Methodology

The development of the Ops Plan required the collaboration and consultation of a number of key stakeholders. During 2021, there was collaboration with the FEMA Regional CTP Program Manager Leads (Regional PM Leads) and engagement at the quarterly CTP CoP Steering Committee meeting, a team of CTPs and FEMA leads who represent the CTP community. The CTP CoP Steering Committee and Regional PM Leads both provided direct feedback to the direction of the Ops Plan. Additionally, many others gave input and/or influenced the Ops Plan. The collective input into the Ops Plan development were presented at the following venues and CTP stakeholders were given the opportunity to comment and edit at each opportunity:



- The CoP Steering Committee in April, July, and October 2021.
- The full CTP CoP General Meeting in April and November 2021.
- The Association of State Floodplain Managers (ASFPM) Annual Conference in concurrent sessions in 2020 and 2021.
- The National Association of Flood & Stormwater Management Agencies (NAFSMA) Annual Conference in 2021.
- The August 2021 CTP Program Special Topics Course at the Emergency Management Institute (EMI).
- Monthly Regional PM Leads meetings throughout.
- Working group meetings, including the Communication Products and Outreach Working Group, Performance Measures Working Group, and Training and Mentoring Working Group.
- Various regional partner meetings.

**Table 1. Key Developers of Ops Plan**

<b>Role</b>	<b>Name</b>
<b>National CTP Program Coordinator</b>	Laura Algeo
<b>Cooperating Technical Partners</b>	CTP CoP Steering Committee
<b>CERC Provider</b>	Necolle Maccherone
<b>FEMA</b>	Tahir Benabdi Regional PM Leads
<b>PM Provider</b>	Rachel Bradley Katherine Duskin

The attendees at these meetings provided guidance and expertise for the development of the Ops Plan with a focus on improving the program’s structure through discussion of the following topic areas:

- Examining current communication and training challenges for FEMA regional staff and CTP stakeholders.
- Identifying opportunities to enhance existing or design new materials that will further the goals of Risk MAP.
- Identifying and/or recommending better tools and resources to empower the CTPs in assisting communities to take action and improve resiliency. Where possible, empower communities to take ownership of their own flood maps to ensure the maps support the community efforts to improve resiliency.
- Recommending training opportunities to enhance the CTP Program.
- Developing, soliciting for and/or advertising best practices to better communicate and disseminate knowledge program-wide.
- Identifying program risks/challenges for areas governed outside of Risk MAP or the CTP Program.

### 1.4.1 Operations Plan Report Development Process

The participants of the CTP CoP Steering Committee and the aforementioned meeting venues discussed the goals and objectives of the Ops Plan. Once the goals and objectives were vetted with other CTP stakeholders, FEMA HQ team and PM Team made recommendations for future action plans, which again were vetted through the CTP CoP Steering Committee.

The Ops Plan development process involved:

- Developing the Ops Plan goals and objectives.
- Recommending actions to support the objectives.
- Writing and vetting the plan with the CTP Steering Committee and then the CoP.
- Continuing with regional and CoP outreach and communications on future action plans and initiatives.

## 1.5 Five Operations Plan Goals

The Ops Plan goals are listed below in Table 2. Each goal, followed by its objectives and ensuing actions are listed in Section 5.

**Table 2. Five Ops Plan Goals**

Operations Plan Goals
<b>Goal 1:</b> Enhance program and performance measures and metrics to ensure CTP Program excellence.
<b>Goal 2:</b> Advance learning concepts and a comprehensive training program to maintain and improve CTP Program knowledge.
<b>Goal 3:</b> Integrate CTPs and their lessons learned into future program planning and execution.
<b>Goal 4:</b> Increase program communication and guidance for improved FEMA and CTP relationships.
<b>Goal 5:</b> Identify and integrate program innovations and efficiencies.

CTPs and FEMA staff identified that there is an apparent disconnect between how CTPs define success and how FEMA measures performance. Both FEMA staff and CTPs can benefit from more guidance and training about (1) how to define measures, (2) how to report performance, and (3) how to leverage CTP-FEMA coordination to collaboratively tailor and develop performance measures. This goal seeks to put into action multiple methods through which to establish a system of improved performance measurement and greater awareness of how to implement sound performance practices.

**The objectives of Goal 1 are to:**

1. Establish a system for Performance Measurement.
2. Expand the CTP definition of success.
3. Incentivize and improve knowledge of Leverage reporting.

**Goal 1: Enhance program and performance measures and metrics to ensure CTP Program excellence.**

**Actions:**

- Launch finalized Performance Reporting Tool.

- Develop webinar(s) and guidance materials for 1) Defining Performance Measures, and 2) using the Performance Reporting Tool.
- Establish guidance for analyzing data and providing feedback to CTPs.
- Develop a [Logic Model](#) for the CTP Program.
- Evaluate data from the Performance Reporting Tool to inform internal program evaluation and improvement.

## Goal 2: Advance learning concepts and a comprehensive training program to improve CTP Program knowledge.

CTPs and FEMA staff identified that there are barriers to accessing and utilizing valuable training resources, and that they desire more opportunities to learn. Given the virtual working world to which many people have grown accustomed, FEMA staff and CTPs want more webinars, both new and previously recorded, to be more prevalent and accessible.

### The objectives of Goal 2 are to:

1. Make training materials more accessible.
2. Expand and develop CTP capabilities.

### Actions:

- Enhance the Learning Self-Assessment Tool (LSAT) to help CTPs better understand what training they may need and help identify where to get that training.
- Develop and launch EMI Micro-learning Site.
- Improve ways of socializing and sharing webinar “menu”.
- Create more webinars/ trainings for functional skills in PM, Comms, Mapping that aligns to LSAT curated training plans.

## Goal 3: Integrate CTPs and their lessons learned into future program planning and execution.

There are multiple avenues and opportunities for the CTP Program to improve its connections and integration points with other areas of FEMA and programmatic, strategic initiatives. As trusted partners (many of them spanning one or multiple decades), CTPs are an essential audience to engage both in the develop and implementation phases of various initiatives so they can be champions for change.

### The objectives of Goal 3 are to:

1. Integration with other FEMA mitigation programs.
2. Define opportunities for CTPs to learn and contribute to Risk MAP/National Flood Insurance Program (NFIP) evolution.

### Actions:

- ASFPM Workshop on Mitigation Grants (complete) and Follow-on Webinar Series.
- Coordination with Mitigation Grant Programs for selection criteria.
- Integrate CTPs into long-term mitigation planning.
- Identify stakeholder engagement touchpoints to influence the FFRD.

## Goal 4: Increase program communication and guidance for improved FEMA and CTP relationships.

Objectives in Goal 4 stemmed from the fact that CTPs felt that current feedback mechanisms were ineffective and that improvements were needed in numerous areas related to information-sharing and CTP recognition. Therefore, collaboration strategies are needed to help foster FEMA-CTP and CTP-CTP relationships. Also, CTPs identified that the CTP Collaboration Center’s frequent access issues disincentivize its use and overshadow the value it can provide to the CTP community.

### The objectives of Goal 4 are to:

1. Enhance FEMA Region-CTP partnerships.
2. Expand opportunities for CTPs to provide feedback.
3. Improve the CTP Collaboration Center.

### Actions:

- The Engagement Working Group will complete the task of compiling materials and better defining an “engagement toolkit.”
- Clean up and curate content in the CTP Collaboration Center; resolve accessibility issues.
- Establish cadence and owners for CTP Collaboration Center cleanup/evaluation.

## Goal 5: Identify and integrate program innovations and efficiencies.

In the last several years, there are many best practices and innovations that both CTPs and FEMA staff have adopted and shared. These lessons learned are typically happening at the regional and/or organizational level. However, some of these may not be widely known and the program may benefit from national implementation. The CTP Program would benefit from broader sharing of these best practices and innovations to support both experienced and inexperienced CTP stakeholders.

### The objectives of Goal 5 are:

1. Showcase CTP Best Practices and High Performance.
2. Showcase FEMA region innovations.
3. Identify ways to streamline CTP administrative requirements.

### Actions:

- Explore methods for spotlighting Leverage “all-stars” and invested CTPs.
- Use the Mentoring platform to share best practices and CTP work.
- Ensure Best Practices are updated and shared more regularly on FEMA.gov.
- Formalize CTP briefings at new and existing venues.
- Share and memorialize regional methods and tools.
- Share examples and templates for standard deliverables/required documents.
- Identify, develop, and socialize needed Standard Operating Procedures (SOPs).

In Section 2, each goal and corresponding actions are described in more detail. Each goal also has a corresponding action plan. An action plan is a concise operational strategy the CTP Program will execute in furtherance of a goal’s objective with associated programmatic-based performance measures.

## 2 Background on the CTP Program

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The FEMA flood mapping program has specific mandates within the Housing and Urban Development Acts of 1968 and 1969—the Flood Disaster Protection Act of 1973 and the National Flood Insurance Reform Act of 1994. These Acts authorize FEMA to identify, publish, and update information with respect to all floodplain areas in the Nation. FEMA complies with this mandate by publishing and updating flood maps for the Nation’s communities.

With over 20,000 communities in the NFIP, keeping flood hazard maps current presents a significant challenge.

FEMA conceptualized the CTP initiative to increase involvement in map production through formalized partnerships. The intent was to facilitate and capitalize on these state, regional, and local efforts and coordinate them with FEMA’s flood mapping efforts in a consistent way rather than on an ad hoc basis.

The CTP Program, created by FEMA in 1999, was established as a way to build partnerships with external stakeholders. It currently encompasses local, state, and regional government agencies; non-profit associations; tribal nations; territories; and universities, which provide local expertise in the area of flood hazard development and community engagement as well as leveraging local data and resources for FEMA’s Risk MAP program. The CTP Program is an innovative approach to creating partnerships that have the interest and capability to become more active participants in the FEMA flood hazard mapping program.

The Federal funds provided are in addition to the leveraged resources and data, which may be provided by the CTP to complete a project’s activities. Today, there are more than 300 CTPs. Most CTP Task Agreements are collaborative efforts to maximize the extent, accuracy, and utility of flood studies to best meet local and Federal needs while minimizing costs. This cost-shared approach to funding flood hazard identification and risk assessment activities allows FEMA and partners to leverage their available resources and maximize output. In a FEMA 2020 CTP Program Snapshot, FEMA documented that in FY20, for every \$4.50 funded through the CTP program, FEMA received the equivalent of an additional \$1 in investment from local partners. These voluntary contributions have totaled over \$170.7 million since FY14.

### 3 Operations Plan Action Plan Framework

Figure 3 illustrates the Ops Plan Action Plan Framework, which lays out the process of identifying programmatic goals to implementing action plans. Action plans are similar to project plans, in that they have objectives, tasks, tactics, timelines, milestones metrics, and the strategic/operational implementation of the tactics. Objectives and actions listed in the Executive Summary are aligned to an action plan which will be written, implemented, evaluated, and monitored over the next five years. Initial action plans are listed in Section 5.<sup>7</sup>

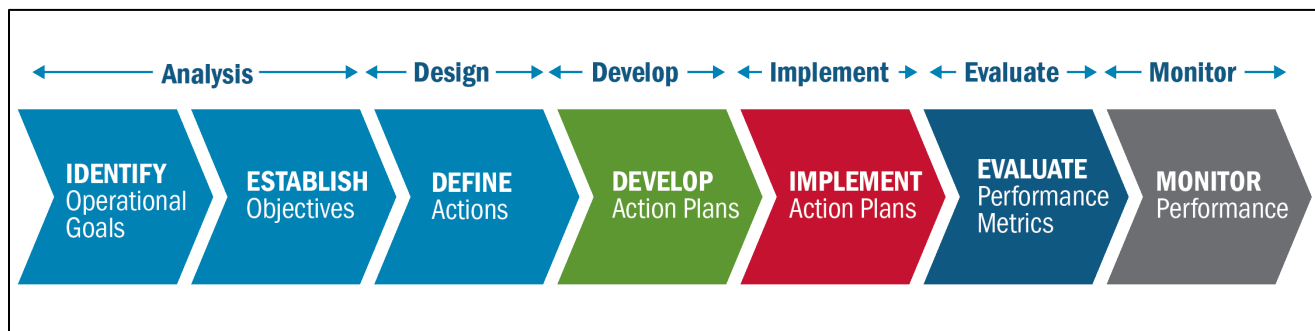


Figure 3. Ops Plan Action Plan Framework

#### 3.1 Reporting

To ensure that action plans are meeting milestones and metrics, a reporting process will be woven into the project management process for each objective. Most action plans will be evaluated quarterly<sup>8</sup> to make sure that:

- Each action plan has a defined project plan with a measurable task.
- Tasks (or measures)<sup>9</sup> in the project plans are being achieved based on predefined milestones and/or dates.
- Action plan updates are provided to FEMA HQ and the CoP Steering Committee on a quarterly basis.<sup>10</sup>

#### 3.2 Recommended Products and Deliverables

The recommended products and deliverables for the Ops Plan will include outreach plans, tools and resources, training courses, and other tangible outputs that will improve CTP Program operations over time. Each task or deliverable will be aligned with milestones and metrics.

<sup>7</sup> Action plans may (or may not) have associated measures, but they are discrete tasks. They are often one time only/ad hoc/one-off projects (like the Blue Book). The Blue Book, for example, doesn't have an associated measure.

<sup>8</sup> Some action plans may only require a biannual or annual review.

<sup>9</sup> Measures support objectives/goals. Actions support objectives/goals.

<sup>10</sup> Currently, the CoP Steering Committee meets twice annually, but quarterly updates can still be provided. General updates about the program will still be made at the CoP General Meetings.

### 3.3 Next Steps

This Ops Plan will be used as a guide to help make improvements to the CTP Program. The next steps for the CTP Program are to:

- Build out and finalize the draft action plans (Section 5) and gain CTP Program approval to proceed.
- Finalize resources needed to complete the tactics of each action plan.
- Finalize timelines, milestones, and metrics for each action plan.
- Begin implementation of the action plans.
- Establish future reporting schedules on action plan progress.

## 4 Operations Plan Implementation

The Ops Plan goals have associated objectives, actions, and action deliverables (see Table 3). The Ops plan goals and corresponding actions are SMART (specific, measurable, assignable (attainable), realistic, and time-based) (see Figure 4). Actions and action plan deliverables are designed to align to:

- TMAC recommendations (see [APPENDIX 8.1: Ops Plan Alignment with TMAC Recommendations](#))
- The *2022- 2026 FEMA Strategic Plan: Building the FEMA our Nation Needs and Deserves* (December 2021).
- The *Risk Management 2022-2031 Strategic Plan* (June 2021), and the FY22 Risk MAP Priority levels.
- Region-specific goals.

Each action plan will have a schedule, milestones, and metrics, which will be discussed at quarterly check-ins between FEMA and the Program Management (PM) Team. The PM Team will develop reports for the program to ensure that FEMA’s initiatives are being properly evaluated.

Several of the implementation steps for some of the shorter-term initiatives are expected to be completed by 2022. Longer-term actions such as the development of the CTP Program Training Plan will be implemented, evaluated, and monitored during the course of this five-year operations period. Figure 5 illustrates how the action plans will be evaluated over time and aligned to the ADDIE(+M) model—the process of Analysis, Design, Development, Implementation and Evaluation (plus Monitoring).

Action plans for each of the five CTP Program Operations Plan goals are listed in Table 3.

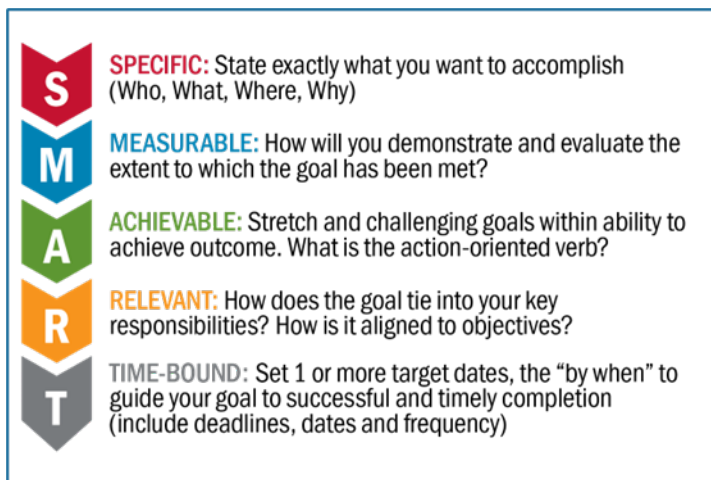


Figure 4. SMART Goals

### 4.1 Evaluating Action Plans

Actions plans will undergo an evaluation process to make sure that the CTP Program adheres to operational efficiencies and that proposed actions and deliverables meet milestones. To ensure that CTP stakeholders are benefiting from operation changes being implemented, feedback loops are



important in operational planning (see Figure 6). During the course of the Ops Plan period, FEMA HQ will evaluate whether additional surveys or analyses are needed to improve the efficacy of any action plan. For example, outreach tactics presented in the Outreach Plans may not meet targeted communications goals. Therefore, through feedback, FEMA HQ can work to tailor communications even further, or develop new tactics to improve communications where needed.

The most important aspect of the Five-Year Operations Plan Feedback loop process is the CTP Program’s continued commitment to programmatic outreach and communications about all the actions plans, products and deliverables, and gaining feedback on their effectiveness.

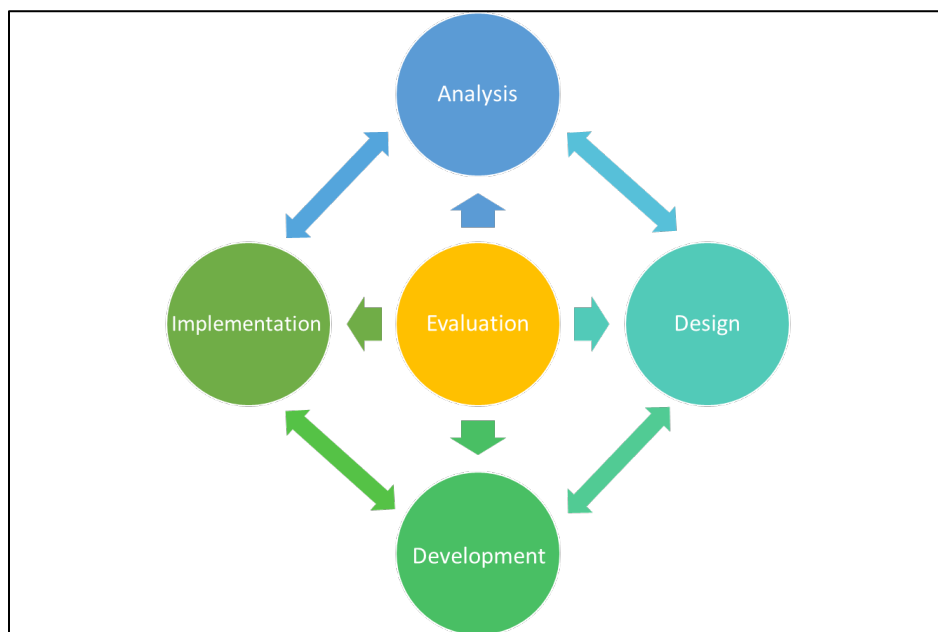


Figure 5. ADDIE (+M) Illustration

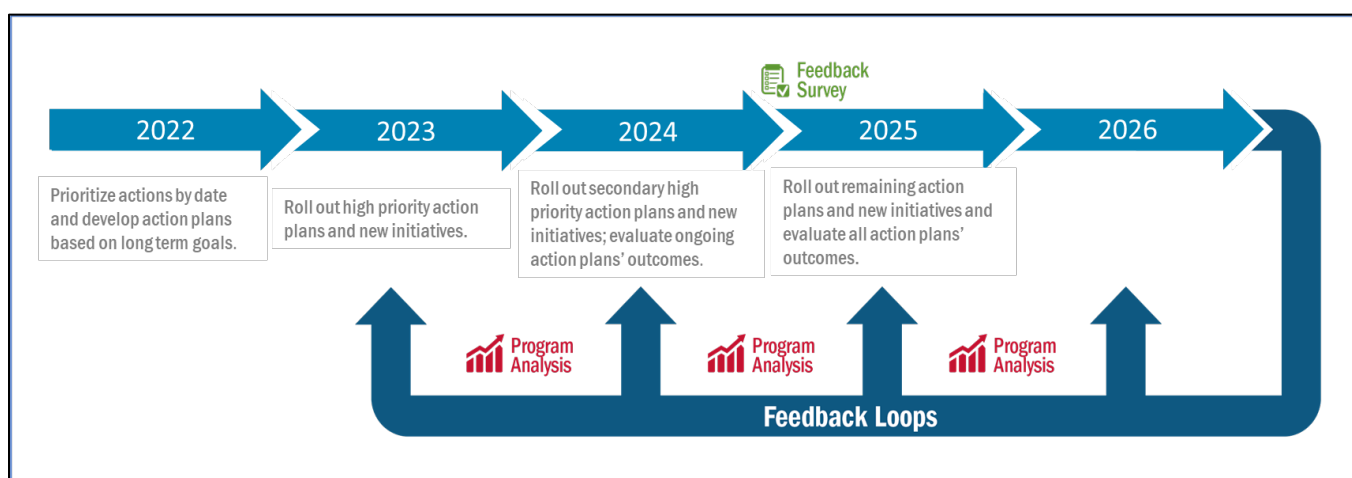


Figure 6. Five-Year Ops Plan Feedback Loop

Table 3. Ops Plan Action Plan Matrix

Goal	OBJECTIVE	ACTION	ACTION PLAN DESCRIPTION	DELIVERABLE/OUTPUT	Dates/Milestones	RESOURCES REQUIRED (staff, tech, etc.)
GOAL 1: Enhance program and performance measures and metrics to ensure CTP Program excellence	1.1 Establish system for Performance Measurement	1.1.1 Launch finalized Performance Reporting Tool	<ul style="list-style-type: none"> <li>Implement the finalized CTP Performance Measures Reporting Tool in SharePoint</li> </ul>	CTP Performance Measures Reporting Tool	Beta Testing April 2022 – May 2022  CTP Reporting June 2022 onward (FY22 Q3)	PM Team (SharePoint developer, CTP Team), Laura Algeo, Tahir Benabdi, Andrew Martin, Performance WG
		1.1.1 Develop webinar(s) and guidance materials for 1) Defining Performance Measures, and 2) using the Performance Reporting Tool	<ul style="list-style-type: none"> <li>Develop webinar series for the FY22 grant cycle with multiple opportunities to participate</li> </ul>	CTP Performance Management multi-part webinar series	April 2022 – June 2022	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin, Performance WG
		1.1.2 Establish guidance for analyzing data and providing feedback to CTPs	<ul style="list-style-type: none"> <li>Regional data analysis process recommendations on a monthly, quarterly, and annual basis</li> </ul>	Performance Management Data Analysis Workflow	Guidance Development: April 2023 – August 2023	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin, Regional PM Leads, Performance WG
		1.1.3 Develop a <a href="#">Logic Model</a> for the CTP Program.	<ul style="list-style-type: none"> <li>Leveraging the Performance Working Group, develop a Logic Model to provide a picture of how the CTP Program is intended to work and be implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Logic Model subtask under the Performance Working Group</li> <li>CTP Program Logic Model</li> </ul>	Initial Development: Phase 1: March – April 2022 Phase 2: August 2022-December 2022  Annual Updates: September – November 2023 September – November 2024 September – November 2025	PM Team, CERC, Laura Algeo, Tahir Benabdi, Andrew Martin, Regional PM Leads, Performance WG
		1.1.4 Evaluate data from the Performance Reporting Tool to inform internal program evaluation and improvement	<ul style="list-style-type: none"> <li>Once the Performance Reporting Tool has multiple quarters/years of data from CTPs, review the data and use the Logic Model to determine program effectiveness.</li> </ul>	Internal program evaluation results	Annual Review (concurrent with Logic Model updates): September – November 2023 September – November 2024 September – November 2025	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin, Regional PM Leads
	1.2 Expand CTP definition of success	1.2.1 Form subtask group under the Performance and Engagement Working Groups with regions with non-technical projects	<ul style="list-style-type: none"> <li>Establish monthly/bi-monthly subtask group within the Engagement and Performance Working Groups with clear goal and timeline for developing measures/ metrics of success for COMS and PM projects</li> </ul>	Non-Technical CTP Performance Measurement subtask – membership, agenda, meeting minutes/actions	September 2022- January 2023	PM Team, Laura Algeo, Tahir Benabdi, CTPs, Engagement WG, Performance WG
		1.2.2 Continue to explore CTP tiers/categories	<ul style="list-style-type: none"> <li>The Performance Working Group will identify the value and need for tiering plan.</li> <li>Collaborate with grant management and floodplain management on possible value adds.</li> <li>Coordinate regions on ability to implement and maintain.</li> <li>Define the framework and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>CTP Tiering System subtask under the Performance Working Group – membership, agenda, meeting minutes/actions</li> <li>Tiering system – potentially a gradual scoring system with templates</li> </ul>	July 2024 – July 2025	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin, CTPs, Regional PM Leads, Performance WG
	1.3 Incentivize and improve knowledge of Leverage reporting	1.3.1 Evaluate Blue Book for Expanded Definitions for Leverage	<ul style="list-style-type: none"> <li>Update Blue Book with clear and concise definitions for leverage</li> </ul>	Blue Book version 3 or Leverage Supplemental Appendix	July 2022 – October 2022 July 2024 – October 2024 July 2026 – October 2026	PM Team, PTS, CERC, Laura Algeo, Tahir Benabdi, Andrew Martin, Regional PM Leads

Goal	OBJECTIVE	ACTION	ACTION PLAN DESCRIPTION	DELIVERABLE/OUTPUT	Dates/Milestones	RESOURCES REQUIRED (staff, tech, etc.)
GOAL 2: Advance learning concepts and a comprehensive training program to maintain and improve CTP Program knowledge	2.1 Make training materials more accessible	2.1.1. Enhance the Learning Self-Assessment Tool (LSAT) to help CTPs better understand what training they may need and help identify where to get that training	<ul style="list-style-type: none"> <li>Implement refined LSAT tool on the EMI micro-learning site that aligns with the Risk MAP lifecycle and/or MAS/SOWs; includes curated learning plans</li> <li>Maintain the LSAT over time – update with new trainings and resources as they become available</li> </ul>	<ul style="list-style-type: none"> <li>LSAT 2.0</li> <li>LSAT maintenance plan</li> </ul>	May 2022- October 2022	PM Team, PTS, CERC, Laura Algeo, Tahir Benabdi, Andrew Martin, EMI
		2.1.2. Develop and launch EMI Micro-learning Site	<ul style="list-style-type: none"> <li>Compile 508 compliant learning resources (recorded webinars, fact sheets, presentations, etc.)</li> <li>Develop new EMI micro-learning site map for EMI developers</li> </ul>	CTP Micro-Learning Site via EMI / Training.gov	May 2022- October 2022	PM Team, PTS, CERC, Laura Algeo, Tahir Benabdi, Andrew Martin
		2.1.3. Improve ways of socializing and sharing webinar “menu”	<ul style="list-style-type: none"> <li>Share webinar menu in CTP Monthly, at every meeting with CTPs, and on Basecamp Mentoring Program</li> <li>Engage ASFPM in socializing the webinars through their channels/ communications</li> </ul>	CTP webinar menu marketing plan	November 2022-Ongoing	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin, Engagement WG
	2.2 Expand and develop CTP capabilities	2.2.1 Create more webinars/ trainings for functional skills in PM, Comms, Mapping that aligns to LSAT curated training plans	<ul style="list-style-type: none"> <li>Reach through the Mentoring Program, regions, and Engagement Working Group to identify webinars and trainings needed</li> <li>Create a quarterly learning webinar series / training plan</li> </ul>	Webinar training plan	November 2022- ongoing	PM Team, PTS, CERC, Laura Algeo, Tahir Benabdi, Andrew Martin, Engagement WG
		GOAL 3: Integrate CTPs and their lessons learned into the future program planning and execution	3.1 Integration with other FEMA mitigation programs	3.1.1 ASFPM Workshop on Mitigation Grants and Follow-on Webinar Series	<ul style="list-style-type: none"> <li>Deliver ASFPM Workshop on Mitigation Grants</li> <li>Develop quarterly webinar series through ASFPM on FEMA Mitigation Grants – webinar series will include scenario based on learning to understand how communities experiencing different scenarios/ conditions can leverage FEMA funding to achieve mitigation goals</li> </ul>	Workshop at ASFPM FEMA Mitigation Grants Webinar Series
3.1.2 Coordinate with Mitigation Grant Programs for selection criteria	<ul style="list-style-type: none"> <li>Add CTP partnership as an incentivizing criterion (with associated score) and/or as a question on applications</li> </ul>			Updated grant application scoring criteria / process	July 2024 – July 2025	Laura Algeo, Tahir Benabdi, Andrew Martin, FEMA Mitigation Grant Program Leads
3.1.3 Integrate CTPs into long-term mitigation planning	<ul style="list-style-type: none"> <li>Solicit and obtain feedback from CTPs on national policy discussions.</li> <li>Coordinate with mitigation planning at HQ and regions.</li> <li>Ensure communities are aware of the products developed by CTPs, including non-FIRM data and its benefits.</li> </ul>			CTP representation on planning groups at HQ (coordinate with Kathy Smith)	September 2022 - ongoing	Laura Algeo, Tahir Benabdi, Andrew Martin, Kathy Smith, CTPs
3.2 Define opportunities for CTPs to learn and contribute to Risk MAP/NFIP evolution	3.2.1 Identify stakeholder engagement touchpoints to influence FFRD		<ul style="list-style-type: none"> <li>Coordinate with FFRD to find integration opportunities for CTPs to participate in planning committees for product and process development.</li> </ul>	<ul style="list-style-type: none"> <li>CTP participation in planning and development</li> <li>Potential CTP grant to implement new processes on a pilot basis</li> </ul>	July 2022 - ongoing	Laura Algeo, Tahir Benabdi, Andrew Martin, Sarah Abdelrahim, David Bascom

Goal	OBJECTIVE	ACTION	ACTION PLAN DESCRIPTION	DELIVERABLE/OUTPUT	Dates/Milestones	RESOURCES REQUIRED (staff, tech, etc.)
Goal 4: Increase program communication and guidance for improved FEMA and CTP relationships	4.1 Enhance FEMA Region-CTP partnerships	4.1.1 Establish regional WG with strong CTP engagement to compile materials and better define engagement toolkit	<ul style="list-style-type: none"> <li>Develop FEMA/CTP Engagement Working Group with clear goals and timeline to establish Toolkit and Toolkit rollout/guidance</li> </ul>	<ul style="list-style-type: none"> <li>FEMA/CTP Engagement Working Group</li> <li>FEMA/CTP Engagement Toolkit</li> </ul>	Launch WG April 2022  Engagement Toolkit: TBD	CERC, Laura Algeo, Tahir Benabdi, Andrew Martin, Engagement WG
	4.2 Expand opportunities for CTPs to provide feedback	4.2.1 Refine working group parameters with defined tasks and start/end date	<ul style="list-style-type: none"> <li>Re-define working groups from broad categories into task-focused working groups with targeted goals and timelines.</li> </ul>	New CTP Working Groups with clear goals, membership, agendas, etc.	April 2022	PM Team, CERC, PTS, Laura Algeo, Tahir Benabdi, Andrew Martin
	4.3 Improve CTP Collaboration Center	4.3.1 Clean up and curate content; resolve accessibility issues	<ul style="list-style-type: none"> <li>CTP Collaboration Center audit and inventory</li> </ul>	Updated CTP Collaboration Center	July 2022 – September 2022	PM Team, CERC, PTS, Laura Algeo, Tahir Benabdi, Andrew Martin
		4.3.2 Establish cadence and owners for site cleanup/evaluation	<ul style="list-style-type: none"> <li>Develop site clean-up assignment rotation</li> </ul>	Bi-annual site clean-up calendar and assignments (by region)	September 2022 - ongoing	PM Team, SharePoint developer
Goal 5: Identify and integrate program innovations and efficiencies	5.1 Showcase CTP Best Practices and High Performance	5.1.1 Explore methods for spotlighting Leverage “all-stars” and invested CTPs	<ul style="list-style-type: none"> <li>Include Leverage spotlight in the CTP Monthly – identify “all stars” through the Regional PM Leads</li> <li>Create a Leverage section of the Mentoring Program and recruit CTP Leverage mentors/SMEs</li> </ul>	<ul style="list-style-type: none"> <li>Leverage success story article series</li> <li>Updated Mentoring Program Basecamp site</li> </ul>	October 2022 – ongoing	PM Team, CERC, PTS, Laura Algeo, Tahir Benabdi, Andrew Martin
		5.1.2 Use the Mentoring platform to share best practices and CTP work	<ul style="list-style-type: none"> <li>Continue to use the “Best Practices” message board thread on the Mentoring Program Basecamp site; memorialize and share outputs</li> </ul>	“Best Practices” message board on Mentoring Program Basecamp	Ongoing	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin
		5.1.3 Ensure Best Practices are updated and shared more regularly on FEMA.gov	<ul style="list-style-type: none"> <li>Bi-annual review/audit of CTP Best Practices on FEMA.gov</li> </ul>	CTP Best Practices review schedule and process document	Ongoing/Bi-annual	CERC, Laura Algeo, Tahir Benabdi, Andrew Martin, External Affairs
		5.1.4 Formalize CTP briefings at new and existing venues	<ul style="list-style-type: none"> <li>Engagement Working Group will identify the venues through which CTPs obtain their information and barriers to highlighting success through those venues</li> </ul>	Regularly scheduled briefs on CTP topics at venues such as Resilient Nation Partnership Network, FIMA Newsletters, etc.	June 2022- ongoing	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin CTPs, Regional PM Leads, RPMLs, Engagement WG
	5.2 Showcase FEMA Region innovations	5.2.1 Share and memorialize regional methods and tools	<ul style="list-style-type: none"> <li>Form Operations WG with subtask focused on regional innovations that can be scaled up nationally and/or utilized by other regions</li> </ul>	Regional Innovations subtask under Operations WG – membership, agenda, meeting minutes/actions	September 2022-ongoing	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin, Regional PM Leads, Operations WG
	5.3 Identify ways to streamline CTP	5.3.1 Share examples and templates for standard deliverables/ required documents	<ul style="list-style-type: none"> <li>Use the Mentoring Program Basecamp site to share templates and guidance documents</li> </ul>	Updated Basecamp site	Ongoing	PM Team, Laura Algeo, Tahir Benabdi, Andrew Martin

Goal	OBJECTIVE	ACTION	ACTION PLAN DESCRIPTION	DELIVERABLE/OUTPUT	Dates/Milestones	RESOURCES REQUIRED (staff, tech, etc.)	
	admin requirements	5.3.2	Identify, develop, and socialize needed SOPs	<ul style="list-style-type: none"> <li>▪ Create Operations WG with CTP SOP subtask with clear goals and timeline to identify needed SOPs</li> <li>▪ Consider development of a CTP “User Guide”</li> <li>▪ Develop SOPs as needed/appropriate</li> </ul>	Operations WG CTP SOP subtask – membership, agenda, meeting minutes/actions	WG Launch: May 2022  SOP Development: June 2022 - ongoing	PM Team, CERC, PTS Laura Algeo, Tahir Benabdi, Andrew Martin, Operations WG

## 5 Operations Plan Goals and Action Plans

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In this section, there are five “chapters” dedicated to each goal. More specifics about each action item are provided in the Action Plan Matrix for each goal (Table 3). The Action Plans are meant to be illustrative, so they provide a vision of the objective, action, and deliverable aligned to a notional time frame and resources detailed in Table 3.

### 5.1 Goal 1: Enhance program and performance measures and metrics to ensure CTP Program excellence.

As noted in the Executive Summary, CTPs and FEMA staff identified that there is an apparent disconnect between how CTPs define success and how FEMA measures performance. Both FEMA staff and CTPs can benefit from more guidance and training about (1) how to define measures, (2) how to report performance, and (3) how to leverage CTP-FEMA coordination to collaboratively tailor and develop performance measures. To achieve this goal, the Program will establish a system of improved performance measurement and work towards greater awareness of how to implement sound performance practices.

#### 5.1.1 Objective 1.1: Establish a system for Performance Measurement.

There are five actions associated with Objective 1.1, focused on the Performance Reporting Tool, training, data analytics, and creation of a Logic Model.

##### **Action Plan 1.1.1 Launch finalized Performance Reporting Tool**

The Performance Reporting Tool has been in development with the SharePoint team since 2019. As of December 2021, it continues to be in development. The Performance Measures Working Group developed the framework and “straw man” version of the Tool. The SharePoint team then developed the “bare bones” or basic version of the Tool. Following development of the basic Tool, there was a four-month beta testing phase that ended in April 2021 in which CTPs, RPMLs, and FEMA staff used the basic Tool and provided feedback on it. Since April, FEMA staff and the PM Team compiled the feedback, shared it with the Performance Measures Working Group, and established enhancements to the Tool that were shared with the SharePoint team. As of December 2021, the SharePoint team continues to implement all of the enhancements and updated specifications before the full, final Tool can be implemented to the entire CTP community.

##### **Action Plan 1.1.2: Develop webinar(s) and guidance materials for 1) Defining Performance Measures, and 2) using the Performance Reporting Tool**

With each annual grant guidance cycle, HQ reviews and improves the Matrix of Measures that guides CTPs in developing their performance measures. HQ will continue to define performance measures as they relate to a CTP and provide examples of performance measures for CTPs. An initial training on performance measures was completed during the October CoP call in 2021.

Additionally, the Performance Reporting Tool will require hands-on training for both FEMA staff and CTPs. Like learning any new system, users will likely have many questions with how to use the Tool to establish performance measures and make updates on progress each quarter. There will be recorded webinars that CTPs and FEMA staff can attend live and/or access later. There will also be guidance materials developed (such as standard operating procedures) that use screen shots and other visuals

to make it easy to understand how to navigate the Tool. These materials will help ensure that there is high-quality data going into the Tool so that stakeholders can utilize it for high quality output data from the Tool.

### **Action Plan 1.1.3: Establish guidance for analyzing data and providing feedback to CTPs**

One of the main objectives of the Performance Reporting Tool is for FEMA staff to have a closer, more real-time pulse on CTP performance and eventually to have short, medium, and long-term data at their fingertips to make informed decisions about funding allocations and provide grant/project management guidance. Users of the Tool will be able to export data into Excel to perform basic analyses. This action will develop guidance that FEMA staff can use and customize for performing those analyses on the CTPs in their regions.

### **Action Plan 1.1.4: Develop a Logic Model for the CTP Program**

Logic models are graphical tools commonly used on program evaluation. Logic models can assist in program evaluation by providing a picture of how a program is intended to work. They identify a program's main components and how they should relate to one another. A logic model for the CTP Program will establish the major components of the Program, including program specification, program theory, program design, inputs, contextual factors, activities, outputs, immediate outcomes, and impacts, so that FEMA can perform periodic evaluation of the Program. Once the components are established and there is widespread buy-in, it will enable the Program to determine if it is truly accomplishing what it has set out to do. The Performance Working Group, comprised of FEMA staff, CTPs, and contractors, will be established to develop the Logic Model.

### **Action Plan 1.1.5: Evaluate data from the Performance Reporting Tool to inform internal program evaluation and improvement**

Building off action plan 1.1.3 and 1.1.4, FEMA will use the guidance for analysis and the logic model to determine to extent to which the Program is successfully achieving its mission and goals. Gaps between the intended outcome and the actual outcome should be determined to identified methods for improvements. This action plan can take place once there are several quarters of recorded performance data available.

## **5.1.2 Objective 1.2: Expand CTP definition of success**

There are two actions associated with Objective 1.2, focused on the establishing working groups to explore non-technical projects and the CTP tiers/categories.

### **Action Plan 1.2.1 Form working group with regions with non-technical projects**

Despite a majority of CTP projects being Flood Risk Projects involving Flood Insurance Rate Map (FIRM)/mapping product development, there are many CTPs and several FEMA regions where non-technical projects are more prominent. It is often challenging to identify proxy measurements for capturing and defining success in these projects (e.g., how do you *really* capture “greater awareness”?). Thus, the CTP Program will form the Performance Measures Working Groups among stakeholders, project managers, and CTPs that work on non-technical projects so that SMART measures can be identified. The Performance Measures Working Group will collaborate with the Engagement Working Group on this action item.

### **Action Plan 1.2.2: Continue to explore CTP tiers/categories.**

The Program has previously discussed the idea of implementing tiers to categorize the CTPs (see Appendix 8.4). Under this action, the Program will establish the Performance Working Group to identify the value and need for tiering plan. The Performance Working Group will coordinate with the regions on their ability to implement and maintain such a system. If the Performance Working Group finds the implementation of tiering as beneficial, the Program will work to define and implement the recommended tiers, through collaboration with grant management and floodplain management on possible values adds, and define the framework and maintenance needed for long-term implementation.

### **5.1.3 Objective 1.3: Incentivize and improve knowledge of Leverage reporting**

There is one action associated with Objective 1.3, focused on the evaluating the Bluebook for expanded definitions for Leverage.

#### **Action Plan 1.3.1: Evaluate Bluebook for Expanded Definitions for Leverage**

CTPs bring valuable resources, information, data, and activities to the table that are currently not being captured or defined. This is due to an overly narrow focus of Leverage categories. As an important factor in calculating FEMA’s return on investment of the CTP Program, Leverage is often shared widely with congressional members and the public. Leverage can also be used to evaluate CTP performance and determine funding allocations. Therefore, a greater variety of Leverage categories and values should be captured to incentivize CTPs to offer more resources for which they can claim “credit” and for FEMA staff to place greater emphasis on Leverage in their evaluation processes.

## **5.2 Goal 2: Advance learning concepts and a comprehensive training program to improve CTP Program knowledge.**

CTPs and FEMA staff identified that there are barriers to accessing and utilizing valuable training resources, and that they desire more opportunities to learn. Given the virtual working world to which many people have grown accustomed, FEMA staff and CTPs want more webinars, both new and previously recorded, to be more prevalent and accessible.

### **5.2.1 Make training materials more accessible**

There are three actions associated with Objective 2.1, focused on the enhancing learning materials, like the LSAT and the EMI Micro-learning site, and improving ways to distribute training materials.

#### **Action Plan 2.1.1 Enhance the Learning Self-Assessment Tool (LSAT) to help CTPs better understand what training they may need and help identify where to get that training.**

The LSAT is an innovative method for CTPs and FEMA staff to building their own training plans based on their roles and desired competencies. Unfortunately, in the last two or three years, the maintenance, execution, and marketing of the LSAT has been less than optimal. This has led to decreased use by CTP and FEMA stakeholders. This action plan will seek to clean up that LSAT, so it only includes the most relevant, timely, and effective training resources, and so it is organized more intuitively for an improved user experience. These enhancements seek to use common language from the Risk MAP process to organize the courses and build learning “tracks” or “streams” where a set of curated content



is available to users that seek to achieve a specific learning objective. Ultimately, this new LSAT will be available on the new micro-learning site, supported by EMI and discussed in the next Action Plan.

### Action Plan 2.1.2 Develop and Launch EMI Micro-learning Site

The EMI micro-learning site will be developed to make CTP training resources more accessible. Historically, webinars, PowerPoint files, fact sheets, and other learning resources were made available and circulated from the CTP Collaboration Center. However, due to SharePoint accessibility issues and frequent staff turnover at the FEMA level and CTP organization level, many stakeholders are unable to access those learning resources when they need them. This creates a barrier to entry that results in less traffic to the CTP Collaboration Center, and therefore, decreased use of the site. The new EMI micro-learning site seeks to address that issue by building a publicly available website through EMI on Training.gov where all 508-compliant learning resources can be available to CTP stakeholders without having to log-in with a username and password. The CTP Program can share the public link with greater confidence that interested users will be able to successfully access materials. This is already demonstrated by the consistent use of the CTP 101 training, currently available through EMI.

### Action Plan 2.1.3 Improve ways of socializing and sharing webinar “menu”

The CTP Program has produced many helpful webinars in the past, especially since 2017. These webinars include a five-part Mapping Information Platform (MIP) webinar series, a Community Outreach and Mitigation Strategies (COMS) webinar, HQ and regional expectations of a CTP webinar, and webinars related to grant management and applying for a CTP grant. While there were many participants to these live webinars, there has been less uptake of the recorded materials on the CTP Collaboration Center. Based on the results from the 2020 Feedback Survey, CTP stakeholders desire learning materials through webinars and recorded webinars. However, there are few users that go back to the CTP Collaboration Center to seek those materials, signaling a gap in awareness of where those materials are stored and/or how to access and open them. This action plan seeks to create a simple PDF “menu” that is updated and shared on a regular basis at various meetings, through the regions, and other venues. The “menu” will include the webinar title, date, access link, and other pertinent information. Below is a sample menu that was created for the 2020 ASFPM conference. This “menu” can be socialized at every CTP meeting, through the CTP Mentoring Program Basecamp site, and through ASFPM’s social channels and communications.

Table 4. Sample Webinar Menu from 2020 ASFPM Conference

Webinar Title	Date	Access Link
MIP Webinar: Project Management Part II, Data Archiving and Project Closeout	April 29, 2020	<a href="https://fema.connectsolutions.com/pxkqe0lrli6n/">https://fema.connectsolutions.com/pxkqe0lrli6n/</a> (webinar begins at 01:04:30)
MIP Webinar: Leverage Reporting	January 29, 2020	<a href="https://fema.connectsolutions.com/px0lci6bot45/">https://fema.connectsolutions.com/px0lci6bot45/</a>
Guidelines and Standards (G&S) Overview	October 22, 2019	<a href="https://fema.connectsolutions.com/p7vjoppog15d/">https://fema.connectsolutions.com/p7vjoppog15d/</a> (webinar begins at 00:26:40)
Community Outreach and Mitigation Strategies (COMS) Webinar	October 22, 2019	<a href="https://fema.connectsolutions.com/p7vjoppog15d/">https://fema.connectsolutions.com/p7vjoppog15d/</a> (webinar begins at 01:23:00)
MIP Webinar: Project Management Part I	August 14, 2019	<a href="https://fema.connectsolutions.com/ppfqcx6jeii/">https://fema.connectsolutions.com/ppfqcx6jeii/</a>

Webinar Title	Date	Access Link
MIP Webinar: Mapping Information Platform Basics	April 25, 2019	<a href="https://rmd.msc.fema.gov/site/CTP/TrainingDocuments/MI P%20Basics%20Webinar_FINAL.pdf">https://rmd.msc.fema.gov/site/CTP/TrainingDocuments/MI P%20Basics%20Webinar_FINAL.pdf</a>
Grant Application Cycle	October 24, 2018	<a href="https://fema.connectsolutions.com/pqb12yqw3zqi/">https://fema.connectsolutions.com/pqb12yqw3zqi/</a> (webinar begins at 00:50:40)
HQ/Regional Expectations of a CTP	May 9, 2018	<a href="https://fema.connectsolutions.com/puik610xl4er/">https://fema.connectsolutions.com/puik610xl4er/</a> (webinar begins at 00:56:00)

### 5.2.2 Expand and develop CTP capabilities

There is one action associated with Objective 2.2, focused on the further development of CTP skills and available trainings.

#### Action Plan 2.2.1 Create more webinars/trainings for functional skills in program management, communications, and mapping/technical that align to LSAT curated training plans

As the HQ FEMA team and PM Team have already started making incremental progress on action plans 2.1.1 and 2.1.2 listed above, it has become apparent that there are gaps in the resources and materials that should be included in the LSAT and on the EMI micro-learning site. Additionally, the results of the 2020 Feedback Survey demonstrated that CTP stakeholders desire more training in the areas of program management, communications, and mapping/technical. These gaps are due to existing content no longer being relevant or because content was never created on the subject and made available through the CTP Program. This action plan seeks to perform a comprehensive audit of all the learning resources that exist for the CTP Program, identify the gaps between the curated training plans (i.e., learning “streams”) and the existing, usable material, and then develop a plan for addressing those gaps. This can be done by working closely with the regions and the PM, Community Engagement and Risk Communication (CERC), and Production and Technical Services (PTS) providers to identify updated learning materials, or develop new webinars and training materials that address the gaps. The CTP Program will also leverage the Mentoring Program and Training and Mentoring Working Group to identify trainings and webinars that are needed. Once the inventory is complete and the desired trainings have been identified, the CTP Program will develop a multi-year training plan where at least one webinar is produced and recorded each quarter. Ultimately, the CTP Program seeks to have complete curated learning plans and more learning opportunities for CTP stakeholders.

### 5.3 Goal 3: Integrate CTPs and their lessons learned into future program planning and execution.

There are multiple avenues and opportunities for the CTP Program to improve its connections and integration points with other areas of FEMA and programmatic, strategic initiatives. As trusted partners (many of them spanning one or multiple decades), CTPs are an essential audience to engage both in the develop and implementation phases of various initiatives so they can be champions for change.

#### 5.3.1 Integration with other FEMA mitigation programs

There are three actions associated with Objective 3.1, focused on the enhancing learning materials, like the LSAT and the EMI Micro-learning site, and improving ways to distribute training materials.

### **Action Plan 3.1.1 Deliver ASFPM Workshop on Mitigation Grants (complete) and Follow-on Webinar Series**

During the 2021 ASFPM conference, the CTP Program led a Workshop entitled “Maximizing FEMA Funding Mechanisms to Advance Mitigation”. This four-hour Workshop featured 11 different FEMA mitigation grant programs and initiatives, providing an overview of each program and the points of integration and connection between the programs. This Workshop was organized and delivered due to a direct request from the CTPs who wanted to learn more about how the various FEMA grant programs worked and fit together for states and communities to use. The agenda organized those 11 programs into three categories: multi-hazard mitigation, flood mitigation, and seismic and dam safety mitigation. As a follow-on to this Workshop, the CTP Program has submitted an abstract to conduct the same Workshop session at the 2022 ASFPM conference. Additionally, there is momentum in developing a multi-part webinar series, either hosted through ASFPM quarterly webinars or through FEMA, which would provide a deeper dive into each of the programs using scenario-based learning and facilitated group exercises. Each part of the webinar series would be focused on a specific scenario. The grant program presenter would then structure their deep-dive presentation around that scenario, focusing on how the community can leverage various grant programs to achieve a desired objective within that scenario. Scenario examples could include “Community Just Experienced a Major Disaster” and feature grant programs such as Public Assistance 406 Mitigation, the Hazard Mitigation Grant Program, and Section 1206 of the Disaster Recovery Reform Act. The other proposed scenarios could be “Community is Pursuing Higher Standards, Better Data, and Improved Compliance” and “Community Needs Technical Assistance and Resilient Infrastructure to Build Capacity and Capability”. These scenarios are draft only and subject to change. In November 2021, the CTP Program collaborated with ASFPM to seek feedback on the level of interest for the multi-part webinar series from its members to ensure that it would be a worthwhile effort. This feedback was also sought from the Workshop audience at the 2022 ASFPM conference. Feedback received from ASFPM members and ASFPM 2022 workshop participants indicated that the webinar series would not be a worthwhile for the program to pursue.

### **Action Plan 3.1.2 Coordinate with Mitigation Grant Programs for selection criteria**

To improve integration and connection points with other FEMA mitigation grant programs, the FEMA HQ seeks to increase coordination to incentivize participation in the CTP Program. One example of this already happening is with the Flood Mitigation Assistance (FMA) Program. Organizations that identify as a CTP are allocated a set number of points in the grant application evaluation process. On the Building Resilient Infrastructure and Communities (BRIC) Program, applicants are asked if they are a CTP, but there are no explicit points awarded based on a positive response. There are more opportunities to improve integration between the CTP Program and the other 11 different FEMA mitigation grant programs to spread awareness of the CTP Program and incentivize participation by more organizations.

### **Action Plan 3.1.3 Integrate CTPs into long-term mitigation planning**

To better integrate CTPs into long-term mitigation planning, the Program will explore the best ways to solicit and obtain feedback from CTPs on national policy discussions. FEMA HQ will coordinate with the National Mitigation Planning Program at the HQ and regional level, and ensure communities are aware of the products developed by CTPs, including non-FIRM data and its benefits and seek out ways to better integrate CTPs.

### 5.3.2 Define opportunities for CTPs to learn and contribute to Risk MAP/NFIP evolution

There is one action associated with Objective 3.2 focused on the integration of CTP efforts into the FFRD process.

#### **Action Plan 3.2.1 Identify stakeholder engagement touchpoints to influence Future of Flood Risk Data (FFRD)**

This action will require close coordination with the Engineering Resources Branch and the FFRD team of the RMD to identify opportunities for CTPs to participate in planning committees for product and process development. As demonstrated in the 2020 Feedback Survey results, CTPs are interested in FFRD and seek to be involved in its development, but many do not understand it or want to learn more about it. Involving CTPs frequently in this process will be important so they can be champions for the changes that will come with FFRD.

## 5.4 Goal 4: Increase program communication and guidance for improved FEMA and CTP relationships.

Objectives in Goal 4 stemmed from the fact that CTPs felt that current feedback mechanisms were ineffective and that improvements were needed in numerous areas related to information-sharing and CTP recognition. Therefore, collaboration strategies are needed to help foster FEMA-CTP and CTP-CTP relationships. Also, CTPs identified that the CTP Collaboration Center's frequent access issues disincentivize its use and overshadow the value it can provide to the CTP community.

### 5.4.1 Enhance FEMA Region-CTP partnership

There is one action associated with objective 4.1 focused on the development of the Engagement Working Group and toolkit.

#### **Action Plan 4.1.1 The Engagement Working Group will complete the task of compiling materials and better defining engagement toolkit**

This action plan will task the Engagement Working Group to develop a Toolkit to improve engagement between the FEMA regions and CTPs. This WG will have a set timeline, with a defined start and end date of when it will be stood up and sunset, and defined goals of what it will accomplish before it is sunset. The WG will compile materials and develop guidance to help support improved engagement between CTPs and FEMA regions. The WG will consist of CTPs and FEMA regional staff so they will have direct input, ownership, and buy-in on the types of engagement that will be expected.

### 5.4.2 Expand opportunities for CTPs to provide feedback

There is one action associated with objective 4.2 focused on refining the working group process in terms of membership, agenda, and duration.

#### **Action Plan 4.2.1 Refine working group parameters with defined tasks and start/end date**

CTPs desired more opportunities to provide feedback and input on the Program, but it is not entirely clear to them how they can do that. The CTP Program can improve that by having more targeted Working Groups with defined goals, objectives, and timelines. Instead of organizing a broad "Training and Mentoring Working Group" or a "Program Management Working Group", the CTP Program would organize more targeted working groups focused on one or two goals/objectives only. For example,

there could be a Working Group to develop the CTP Program Logic Model. That Working Group's sole objective is to develop the Logic Model. Once complete, the Working Group is sunset and participants feel a sense of accomplishment for achieving the desired goal (and for no longer having a recurring meeting on their calendars!). Organizing these targeted Working Groups will incentivize CTPs to provide feedback on a more formalized and consistent basis. Initial "umbrella" Working Groups have been identified as:

### 5.4.3 Improve CTP Collaboration Center

There are two actions associated with objective 4.3 focused on cleaning up the collaboration center and its regular maintenance.

#### **Action Plan 4.3.1 Clean up and curate content on the CTP Collaboration Center; resolve accessibility issues**

The CTP Collaboration Center houses a large volume of information and resources. Some of this content is helpful, some of it is outdated and irrelevant. The overall organization of the site and general accessibility are often a point of frustration for users. This action plan will implement an audit and inventory of all content that is on the CTP Collaboration Center so that the Program has a baseline for how to clean up and curate the content going forward. A current site map will also be produced so that modifications to the site structure can be made, if desired.

#### **Action Plan 4.3.2 Establish cadence and owners for site cleanup/evaluation**

Once Action Plan 4.3.1 is complete, the CTP Program will establish a rotation and cadence of site evaluation and clean-up. This rotation could be by region, leveraging members of the CTP CoP Steering Committee. Periodically, these site "cleaners" will review the overall structure of the CTP Collaboration Center and the contents stored on each sub-page to determine if there is any content that should be added or archived. These site cleaners can also identify if new sub-pages should be added or modified to capture the current needs of the Program and its stakeholders. This evaluation and clean-up should be performed at least bi-annually.

## 5.5 Goal 5: Identify and integrate program innovations and efficiencies.

In the last several years, there are many best practices and innovations that both CTPs and FEMA staff have adopted and shared. These lessons learned are typically happening at the regional and/or organizational level. However, some of these may not be widely known and the program may benefit from national implementation. The CTP Program would benefit from broader sharing of these best practices and innovations to support both experienced and inexperienced CTP stakeholders.

### 5.5.1 Showcase CTP Best Practices and High Performance

There are four actions associated with objective 5.1 focused on spotlighting invested CTPs, methods of sharing Best Practices, and formalizing CTP briefings at new and existing venues.

#### **Action Plan 5.1.1 Explore methods for spotlighting Leverage "all-stars" and invested CTPs**

As aforementioned, Leverage is one of the most widely shared data points from the CTP Program and demonstrates FEMA's return on investment (ROI) on an annual basis. Many CTP organizations consistently report a significant value of Leverage year after year, whereas other CTPs may not report

any Leverage. Even though Leverage is not a requirement for being a CTP, the CTP Program seeks to incentivize more prevalent and consistent Leverage reporting. To accomplish this, the Program will create a “spotlight” section on the CTP Collaboration Monthly communication where Leverage “all stars” are identified through the Regional PM Leads. These “spotlights” will serve a dual function to 1) increase motivation to report Leverage and 2) develop content that can be readily available when requested by external stakeholders. The CTP Program routinely receives requests for examples of successes and ROI for the Program to justify funding levels to Congress and other external stakeholders. Finally, this action plan will seek to create a Leverage section of the Mentoring Program via Basecamp where CTP Leverage experts can be recruited as mentors/subject matter experts. They can be available to other CTPs that may be inexperienced and have questions about reporting Leverage. Sharing knowledge about the importance of reporting Leverage and how to do it could lead to more CTPs consistently reporting Leverage.

#### **Action Plan 5.1.2 Use the Mentoring platform to share best practices and CTP work**

The CTP Mentoring Program Network pilot was launch in early 2021. Over the course of several months, 11 pilot members used the site and provided feedback to FEMA HQ and the PM Team on the Mentoring Program site and opportunities for improvement. One of the areas for improvement was to consistently share best practices among users. Users reported that more activity on the site led to more awareness and greater perceived value of the site. Thus, the PM Team will establish a cadence and rotation of CTPs sharing best practices from their organization on how they implement and manage their CTP projects. Those best practices will be saved in the Mentoring Program discipline folders and shared on a regular basis.

#### **Action Plan 5.1.3 Ensure Best Practices are updated and shared more regularly on FEMA.gov**

Working with the CERC provider, FEMA HQ will review the Best Practices and Success Stories saved on FEMA.gov to identify content that should be archived and/or refreshed. This review/audit should take place at least bi-annually. A schedule and process for reviewing and updating this content will be developed and implemented as part of this action plan.

#### **Action Plan 5.1.4 Formalize CTP briefings at new and existing venues**

One of the best ways to showcase CTP best practices and performance is to share CTP work on new and existing venues attended by diverse audiences. The CTP Program shares partner work and performance at internal venues, such as the CTP CoP General Meeting, but there is room for improvement for spreading this information wider. This action plan will establish a subtask for the Engagement Working Group (using the new targeted format) comprised of FEMA staff and CTPs to identify venues through which CTPs obtain their information and barriers to highlighting success through those venues. Some of these venues could include the Resilient Nation Partnership Network (RNPN) and the FIMA-wide newsletters. Engagement Working Group members will be recruited, and an agenda and minutes/notes will be captured for each meeting.

### **5.5.2 Showcase FEMA Regional innovations**

There is one action associated with objective 5.2 focused on sharing regional innovations and tools.

#### **Action Plan 5.2.1 Share and memorialize regional methods and tools**

Using the new, targeted format, this action plan will form a subtask for the Operations Working Group focused on identifying regional innovations that can be scaled up to the national level and/or

memorialized into a guidance document or tool to be used by other regions. The Operations Working Group would likely consist of FEMA regional staff that have instituted regional processes and innovations for managing and implementing the CTP Program in their region. These processes and innovations are already routinely shared during the monthly Regional PM Leads Meeting, but there is often little time during this call to hold a deep discussion on how the innovation could be utilized by other regions. The Operations Working Group subtask would be dedicated to identifying the processes and innovations in each region, facilitating discussions on what can be expanded, and deliberating how that expansion could work in practice. This effort is not to eliminate the regional nuances in implementing the CTP Program. Instead, its goal is to spread awareness of successes and innovations that will lead to an improved customer experience for CTPs. Working group members will be recruited, and an agenda and minutes/notes will be captured for each meeting.

### 5.5.3 Identify ways to streamline CTP admin requirements

There are two actions associated with objective 5.3 focused on the sharing and development of standard deliverables, procedures, and documents.

#### **Action Plan 5.3.1 Share examples and templates for standard deliverables/required documents**

As a result of the 2020 Feedback Survey, we heard from CTPs that they desire less administrative burden with the CTP Program. Some of these administrative requirements are mandated by national policy, regulations, and law. One way to help navigate these requirements is by sharing templates and guidance documents. The CTP Program will use the Mentoring Program Basecamp site to share templates and guidance resources to help CTPs work through administrative processes, such as scope amendments and close-out procedures. There will be dedicated areas on the Basecamp site where these templates are saved.

#### **Action Plan 5.3.2 Identify, develop, and socialize needed Standard Operating Procedures (SOPs)**

Using the new, targeted format, this action plan will form The Operations Working Group to identify SOPs that are needed to ensure uniform outcomes of regular, routine processes within the CTP Program. The Operations Working Group will also be charged with develop the SOPs or identifying staff and resources that would be best positioned to develop the SOPs. The SOPs will then be made available on the CTP Collaboration Site and through the Mentoring Program Basecamp site. The working group will have a clear goal/objective and timeline for accomplishing that goal. Working group members will be recruited, and an agenda and minutes/notes will be captured for each meeting. Additionally, the working group will review the idea of developing a separate CTP Users' Guide, which covers programmatic requirements and outlines steps for specific activities such as procurement, amendments, grant closeout, etc.

## 6 Conclusion

This Ops Plan lays out the framework for a variety of initiatives to assist the Program in its continual improvement and growth. Most importantly, this Ops Plan is designed to demonstrate to CTP stakeholders that FEMA has a vested interest in bringing program-wide consistency to the CTP Program. To do that, the CTP Program is committed to:

- 1) *Enhance program and performance measures and metrics to ensure CTP Program excellence.*
- 2) *Advance learning concepts and a comprehensive training program to maintain and improve CTP Program knowledge.*
- 3) *Integrate CTPs and their lessons learned into future program planning and execution.*
- 4) *Increase program communication and guidance for improved FEMA and CTP relationships.*
- 5) *Identify and integrate program innovations and efficiencies.*

This Ops Plan is also a guide for future product development by the FEMA internal interconnected mitigation programs and FEMA’s providers. The CTP Stakeholder community will be encouraged to provide review and feedback as these products are introduced into the program. As the five years progress, we expect improvements to the program and a higher level of excellence out of the program. Our success will be measured by:

- Demonstrating that CTP stakeholders have better program knowledge.
- Improving FEMA-CTP communications and demonstrating that there are better relationships, more accountability, and better project management.

These are by no means the only measures by which the program will be evaluated. Over time, the CTP Program will administer another feedback survey to gauge progress (or status) in the areas we have sought improvement. A continual cycle of evaluation and re-evaluation will be critical to decide on further changes or enhancements, as needed, for the benefit of communities to experience higher resilience against natural disasters.

Priorities for 2022 summarized in Table 5, list the main operational objectives identified for the program in the short term.

**Table 5. 2022 Priorities for the Ops Plan**

Program Area	Priority Actions
<b>Program Management Efforts</b>	<ul style="list-style-type: none"> <li>▪ Develop Logic Model with the Performance Working Group (Jan 2022 – Jun 2022) (1.1.3)</li> <li>▪ Establish a Performance Management Data Analysis Workflow (Feb 2022 – Apr 2022) (1.1.2)</li> <li>▪ Performance and Engagement Working Groups will collaborate with regions with non-technical projects (Jan 2022) (1.2.1)</li> <li>▪ Continue to explore CTP tiers/categories (Jun 2022) (1.2.2)</li> <li>▪ Establish regional WG with strong CTP engagement to compile materials and better define engagement toolkit (Summer 2022-2023) (4.1.1)</li> <li>▪ Refine WG parameters with defined tasks and start/end dates (Ongoing) (4.2.1)</li> </ul>



Program Area	Priority Actions
	<ul style="list-style-type: none"> <li>▪ Clean up and curate content; resolve accessibility issues on the Collaboration Site (Spring 2022) (4.3.1)</li> </ul> Formalize CTP briefings at new and existing venues (Winter 2022) (5.1.4)
<b>CTP Program Training and Development Initiatives</b>	<ul style="list-style-type: none"> <li>▪ Develop CTP Performance Management multi-part webinar series (Feb 2022 – Apr 2022) (1.1.1)</li> <li>▪ FEMA Mitigation Grants Webinar Series (October 2021 – ongoing) (3.1.1)</li> </ul> Share examples and templates for standard deliverables/required documents (Ongoing) (5.3.1)
<b>Leverage Communications Best Practices, Collaboration, and Integration Across the Program</b>	<ul style="list-style-type: none"> <li>▪ Explore methods for spotlighting Leverage “all-stars” and invested CTPs (Winter 2021-ongoing) (5.1.1)</li> <li>▪ Use Mentoring platform to share best practices and CTP work (Ongoing) (5.1.2)</li> </ul> Ensure Best Practices are updated and shared more regularly on FEMA.gov (Summer 2022) (5.1.3)
<b>Product Development</b>	<ul style="list-style-type: none"> <li>▪ CTP Performance Measures Reporting Tool to begin development (Aug 2021) (1.1.1)</li> <li>▪ Create CTP Program Logic Model (by Jun 2022) (1.1.3)</li> <li>▪ Enhance LSAT (Apr 2021-Mar 2022) (2.1.1)</li> </ul> Develop and launch EMI Micro-learning site (Apr 2021-Mar 2022) (2.1.2)
<b>Advancing Action</b>	<ul style="list-style-type: none"> <li>▪ Evaluate &amp; update Blue Book for Expanded Definitions for Leverage (start Summer 2022) (1.3.1)</li> </ul>
<b>Long-Term Monitoring</b>	<ul style="list-style-type: none"> <li>▪ Identify stakeholder engagement touchpoints to influence FFRD (2022-2025) (3.2.1)</li> </ul>

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## 8 Appendices

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### 8.1 Operations Plan Alignment with the Technical Mapping Advisory Committee Recommendations

The Ops Plan goals come directly from the data acquired from the CTP Program Feedback Survey, but they also align to the TMAC's recommendations.

Each year, FEMA asks TMAC to focus on specific areas as part of their annual review, and in 2020, FEMA tasked TMAC with 1) working with stakeholders to identify best practices that can be incorporated into a future flood hazard and flood risk identification program and 2) providing a framework for FEMA to transition to future flood hazard and flood risk identification initiatives.<sup>11</sup>

One of TMAC's three recommendations coming out of the 2020 report relates specifically to the CTP Program, AR 37:

"TMAC recommends that FEMA utilize the Cooperating Technical Partners and other partnerships for the implementation of this [transition to the future flood hazard and flood risk identification program] and investigate ways to incorporate data and technology from other stakeholders such as regional and local governments; state and federal agencies; and academic, nonprofit, and private stakeholders."

The CTP Program is already positioned well to support this recommendation. While implementing this recommendation cuts across focus areas for the program, it most closely aligns with the Ops Plan Goal 3 (Integrate CTPs and their lessons learned into future program planning and execution), Goal 4 (program communication and guidance) and Goal 5 (Identify and integrate program innovations and efficiencies).

Previous TMAC goals have since been addressed by the Program, and the Program will continue to be ready to evaluate and incorporate any further or future recommendations.

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<sup>11</sup> The 2020 TMAC Annual Report can be accessed at:  
[https://www.fema.gov/sites/default/files/documents/fema\\_2020-tmac-annual-report.pdf](https://www.fema.gov/sites/default/files/documents/fema_2020-tmac-annual-report.pdf)

## 8.2 CTP Program Feedback Survey Data on Training Topics



Figure 7. Top Ten Training Topics for the CTP Program

## 8.3 Draft CTP Program Training Plan Elements

The Ops Plan Integrated Project Team (IPT) accomplished a lot in terms of developing a five-step process for developing the CTP Training Plan. The content below showcases some of the work the Ops Plan IPT has developed and shown to CTP stakeholders during the development of the Ops Plan itself.

### CTP Training Competency Framework

#### **Step 1: Match mission requirements of the CTP Program with CTP stakeholder roles**

The CTP Training Program will be based on ensuring a base level of competency for CTP program stakeholders (FEMA staff, Mapping Partners, CERC contractors, and PTS providers). To determine the basis for identifying roles and responsibilities, we asked CTP stakeholders to identify types of core competencies as well as CTP, FEMA, and PTS roles. The goal of Step 1 was to develop a training assessment process to identify skills that CTP stakeholders need to refine and/or improve. These core competencies, shown in Figure 7 are a starting point for CTP stakeholders to align themselves with the Knowledge Skills and Abilities (KSAs) each needs to perform better.

#### **Step 2: Identify which training competencies are needed based on the stakeholder roles (Self-Assessment)**

The goal of Step 2 was to develop a training assessment process to identify skills that CTP stakeholders need to refine and/or improve. Figure 8 demonstrates some of the questions CTP Program stakeholders might ask themselves when going through the self-assessment.

The Ops Plan IPT and CTP Program stakeholders provided input into what are the important roles for the training program. The CTP and FEMA roles and responsibilities come from input from a number of sources including the FEMA regions, Regional PM Leads, and CTPs from past EMI courses. CTP Program stakeholders agreed that recommended core competencies should include courses such as Project Management, Grants Management and/or Relationship Management. Self-study courses, such as the CTP 101 course, which will be made available in 2017, will allow CTP stakeholders to gain in-depth knowledge of the CTP program. Relationship Management would include training on the public

trust doctrine and Federal, state, and local roles in land use management. The focus would be on building long-term partnerships that recognize the established legislative authorities associated with water management and land-use regulations.



Figure 8. Self-Assessment

**Step 3: Identify KSAs based on Stakeholders’ roles**

CTP Program stakeholders will build their capabilities in the program through a self-assessment process, which will help them determine what competencies they need. The goal of the self-assessment is to allow CTP stakeholders to identify which training courses they need by identifying the following:

- Type of Project
- Role on the Project
- Skills needed
- Courses needed based on the type of project
- Training availability—webinar, conference, online, EMI, self-paced learning (independent study)

**Step 4: Identify specific courses based on the roles; determine whether they are annual requirements or specialty courses**

Figure 9 shows some of the high-level roles for CTPs and FEMA. Recommended competencies for both are listed in the middle.

Aside from basic requirements, CTPs directly involved with certain tasks, such as mapping activities, may need training on the Guidelines and Standards updates (given twice per year). Other potential

courses such the Partner Tiers may be needed for specific projects as indicated or where training is needed to improve CTP success or enable CTPs and FEMA staff to be more knowledgeable about the program. CTP stakeholders looking to improve core competencies in other areas can take courses identified in Table 6.

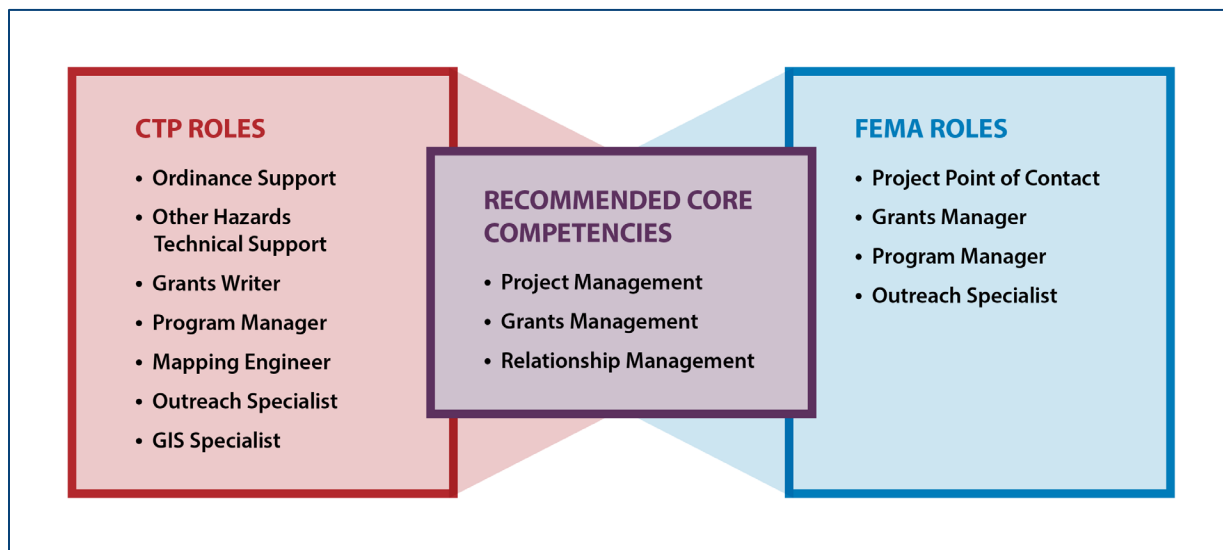


Figure 9. CTP and FEMA Roles and Core Competencies

Table 6 shows basic requirements based on Partner tracks. Note that annual requirements apply to new CTPs and FEMA staff. Table 7 shows the recommended training objectives based on Partner Tier.

Table 6. Basic Core Training Courses

Core Training Classes	Annual Requirements	Special Tracks
<ul style="list-style-type: none"> <li>▪ Grants Management</li> <li>▪ Project Management</li> <li>▪ Relationship Management</li> <li>▪ CTP 101 (<i>New CTPs or EMI Students</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidelines and Standards*</li> <li>▪ MAS/SOWS Updates*</li> <li>▪ Project Tiers*</li> <li>▪ Basic Communications and Outreach*</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ LOMR Review Partners</li> <li>▪ MAS/SOW Development</li> <li>▪ Business Plans/Strategic Planning</li> <li>▪ Community Outreach</li> <li>▪ Mapping/GIS</li> <li>▪ Hazard Mitigation Planning</li> <li>▪ NFIP Compliance</li> <li>▪ Local Stakeholders Issues (<i>stormwater, local politics, ordinances, etc.</i>)</li> <li>▪ For FEMA – State and local roles related to land use management and water rights</li> </ul>

\* These are examples of role-specific training recommendations for CTP Stakeholders.

Table 7. Recommended Training Objectives Based on Partner Tier

Staff	Partner Tiers Based on Complexity and Training Requirements		
CTPs/FEMA	Tier I: 4 Hours of Training	Tier II: 6 Hours of Training	Tier III: 8 Hours of Training
	Program Management or CTP 101	Program Management	Program Management
		Grants Management	Grants Management
	Grants Management or CTP 101	Relationship Management	Relationship Management
		Additional Specialty Tracks	Additional Specialty Tracks
		Additional Specialty Tracks	Additional Specialty Tracks

**Step 5: Consider how to measure performance of those competencies**

The CTP Training Plan will develop metrics in the future. Current questions the Ops Plan IPT evaluated were:

- How would training metrics align to performance measures/quality metrics?
- Does there need to be a tool, system, or program outcome to measure accountability?
- Can we coordinate project accountability with the Project Tiering system? Can we leverage the Integrated Baseline Review (IBR) to do this?
- Should we develop training assessment or certification for identifying skills we need to refine and improve?

The CTP Training Plan metrics will be developed through an iterative process of testing course effectiveness and then determining how best to monitor it. CTP stakeholders suggested that a certification is not necessary, but that CTPs must demonstrate that they know basic core competencies in order to be considered for grant awards. The process of aligning program competencies to awards is still being evaluated, and messaging as well as a methodology for tracking courses taken will be developed in 2024–2025.

## 8.4 Draft Partner Tiers

Table 8. Draft Partner Tiers

Tier I: Low Complexity	Tier II: Mid-Level Complexity	Tier III: High Complexity
▶ Yearly award	▶ Multi-year projects per award	▶ Multi-Year projects per Award
▶ PM, CERC or individual portions of production	▶ PM, CERC and/or production activities	▶ PM, CERC and production activities
▶ CTP funds partial or no staff (or staff equivalent)	▶ CTP partially funds staff (or staff equivalent)	▶ CTP fully funds at least 1 staff (or staff equivalent)
	▶ Engaged management of contracts	▶ Proactive management of contracts
	▶ CTP supplies in-kind and/or cash leverage	▶ CTP supplies in-kind and/or cash leverage
	▶ CTP keeps other stakeholders aware of program activities (CAP, SHMO, SHPO, etc.)	▶ CTP actively engages and integrates program and project activities with other stakeholders (CAP, SHMO, SHPO, etc.)
	▶ CTP has developed a Quality Assurance Plan	▶ CTP develops and actively manages its Quality Assurance Plan
	▶ CTP participates in outreach and education activities	▶ CTP has robust outreach and education program (stakeholders and elected officials)
Requirements	Requirements	Requirements
▶ No IBR required	▶ IBR may be required	▶ IBR required
▶ Must pick a minimum of 4 performance measures	▶ Must pick a minimum of 5 performance measures	▶ Must pick a minimum of 6 performance measures
▶ Quarterly touch points (unless more identified)	▶ Monthly or quarterly touchpoints based on coordination with Region	▶ Monthly touch points with Region
▶ Potentially adjust CRS credits to get less for lower engagement; more for more engagement	▶ Potentially adjust CRS credits to get less for lower engagement; more for more engagement	▶ Potentially adjust CRS credits to get less for lower engagement; more for more engagement
▶ Training needs of 4 hours annually	▶ Training needs of 6 hours annually	▶ Training needs of 8 hours annually
▶ Regionally flexible timeframes for change requests	▶ Regionally flexible timeframes for change requests	▶ Regionally flexible timeframes for change requests



## 8.5 Required Performance Measures

Table 9. Required Performance Measures

<i>Output Measure Description of Required Performance Measure</i>	<i>Recorded Metric</i>	<i>PM SOW</i>	<i>Special Project SOW</i>	<i>Flood Risk Project MAS</i>	<i>LOMR Review MAS</i>	<i>COMS SOW</i>
<b>LOMR turnaround time, with the goal of internal turnaround time of “active processing = less than 140 days</b>	achieved / not achieved				X	
<b>LOMR case completion – all cases completed within 90 days</b>	achieved / not achieved				X	
<b>MT-2 application (# of 316-AD Letters Produced per Case) – Produce 2 or less 316-AD letters requesting additional data from the applicant while processing MT-2 applications.</b>	achieved / not achieved				X	
<b>SPI and CPI Threshold (final) – 0.92 to 1.08</b>	SPI score (EV/planned value) CPI score (EV/actual cost)	X		X		X
<b>Continued maintenance (using non-federal funds) – [%] of non-federally funded maintenance activities for CTP agreement</b>	achieved / not achieved	X	X	X	X	X

PM = Program Management; SOW = Scope of Work; MAS = Mapping Activity Statement; LOMR = Letter of Map Revision; COMS = Communications

The full 2021 CTP Performances Measures Matrix, detailing additional suggested measures, can be found with the Notice of Funding Opportunity (NOFO).<sup>12</sup>

<sup>12</sup> 2021 CTP NOFO available at: <https://www.fema.gov/sites/default/files/documents/fema-2021-ctp-notice-funding-opportunity.pdf>

## 9 Acronyms

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ADDIE(+M): Analysis, Design, Development, Implementation and Evaluation (+ Monitoring)

ASFPM: Association of State Floodplain Managers

BRIC: Building Resilient Infrastructure and Communities

CERC: Community Engagement and Risk Communication

CERC (-L): Community Engagement and Risk Communication (-Lead)

COMS: Communication Outreach and Mitigation Strategies

CoP: Community of Practice

CTP: Cooperating Technical Partners

CPI: Cost Performance Index

CRS: Community Rating System

CX: Customer Experience

EMI: Emergency Management Institute

FEMA: Federal Emergency Management Agency

FFRD: Future of Flood Risk Data

FIMA: Federal Insurance and Mitigation Administration

FMA: Flood Mitigation Assistance

IBR: Integrated Baseline Review

IPT: Integrated Planning Team

KDP: Key Decision Point

KSA: Knowledge, Skills, and Abilities

LCMS: Learning Content Management System

LOMR: Letter of Map Revision

MAS/SOW: Mapping Activity Statement/Statement of Work

MIP: Mapping Information Platform

NAFSMA: National Association of Flood & Stormwater Management Agencies

NFIP: National Flood Insurance Program

NOFO: Notice of Funding Opportunity

NVUE: New, Validated, or Updated Engineering

PM: Program Management

PTS: Production and Technical Services

RAB: Risk Analysis Branch

Regional PM Leads: FEMA Regional CTP Program Manager Leads

Risk MAP: Risk Assessment, Mapping, and Planning

RMD: Risk Management Directorate

RNPN: Resilient Nation Partnership Network

ROI: Return On Investment

RPML: Regional Program Management Lead

RSC: Regional Service Center

SMART: Specific, Measurable, Actionable, Relevant and Time-based

SOP: Standard Operating Procedure

SPI: Schedule Performance Index

TMAC: Technical Mapping Advisory Council

WG: Working Group