



ASFPM Concurrent Session

*A Modern Cooperating Technical Partners (CTP) Program
Vision: Our Operations Approach for the Next Five Years*

By Laura Algeo, CTP National Program Lead
Thursday, May 4, 2017



FEMA



CTP Program Five Year Operations (Ops Plan)



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History of the Ops Plan



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The CTP Program Five-Year Operations Plan resulted from an analysis of the CTP Program



- In December 2014, FEMA Branches decided to evaluate the CTP Program
- A CTP Working Group was established to conduct a CTP Program Feedback Survey which would inform the CTP Program Five-Year Operations Plan (Ops Plan).

Survey Objectives

- Understand FEMA and CTP stakeholder perceptions of the CTP Program's mission and vision
- Determine best practices for FEMA/CTP Program collaboration, communication, and program management
- Develop measures of success for CTP Program projects and the CTP Program overall
- Determine potential tools, resources, and process improvements that may benefit the CTP Program
- Develop future topics and avenues for stakeholder training
- Identify areas of future opportunities and growth for the program



NOTE: The CTP Working Group was tasked with evaluating three objectives which informed the Five-Year Ops Plan.

1. Performance Metrics
2. Benefit/Cost Analysis
3. Geographical Size and Scale (as it pertains to Risk MAP projects)

Findings from the CTP Program Feedback Survey suggested a need for training and other initiatives



Key takeaways of the CTP Program Feedback Survey were based around the following themes:



From these themes, the CTP Program identified four main areas for program evaluation and improvement: innovation, collaboration, training and awareness



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FEMA ensured full transparency in the Ops Plan's development throughout the development process

- Data from the CTP Program Feedback Survey informed the Ops Plan.
- An Integrated Planning Group of CTP Stakeholders including FEMA Regions, CTPs, and Community Engagement Risk Communications (CERC) met monthly to develop the framework and outline of the Ops Plan.
- The Ops Plan involved collaboration and feedback from a number of stakeholders within FEMA who were kept informed throughout the development process.
- Ops Plan Goals were then aligned in accordance with 2015-2016 TMAC recommendations (**See Appendix 1**)

Figure 1: Key Stakeholders who informed the Ops Plan



Ops Plan Goals



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The Ops Plan Goals are data-driven initiatives developed by a working group of stakeholders



The Operations Plan Integrated Planning Team (Ops Plan IPT), analyzed the survey respondent data and systematically decided that these five goals provided a good focus for the CTP Program in order to both improve and shape the future of the program, efficacy and how the program enhances the consumer experience.

Ops Plan IPT Members

- Laura Algeo - National CTP Program Coordinator

CTPs

- Alan Luloff (HQ CTP)
- Jenn Curtis (Region I)
- Meg Galloway (Region V)
- Jamie Huff (Region VIII)

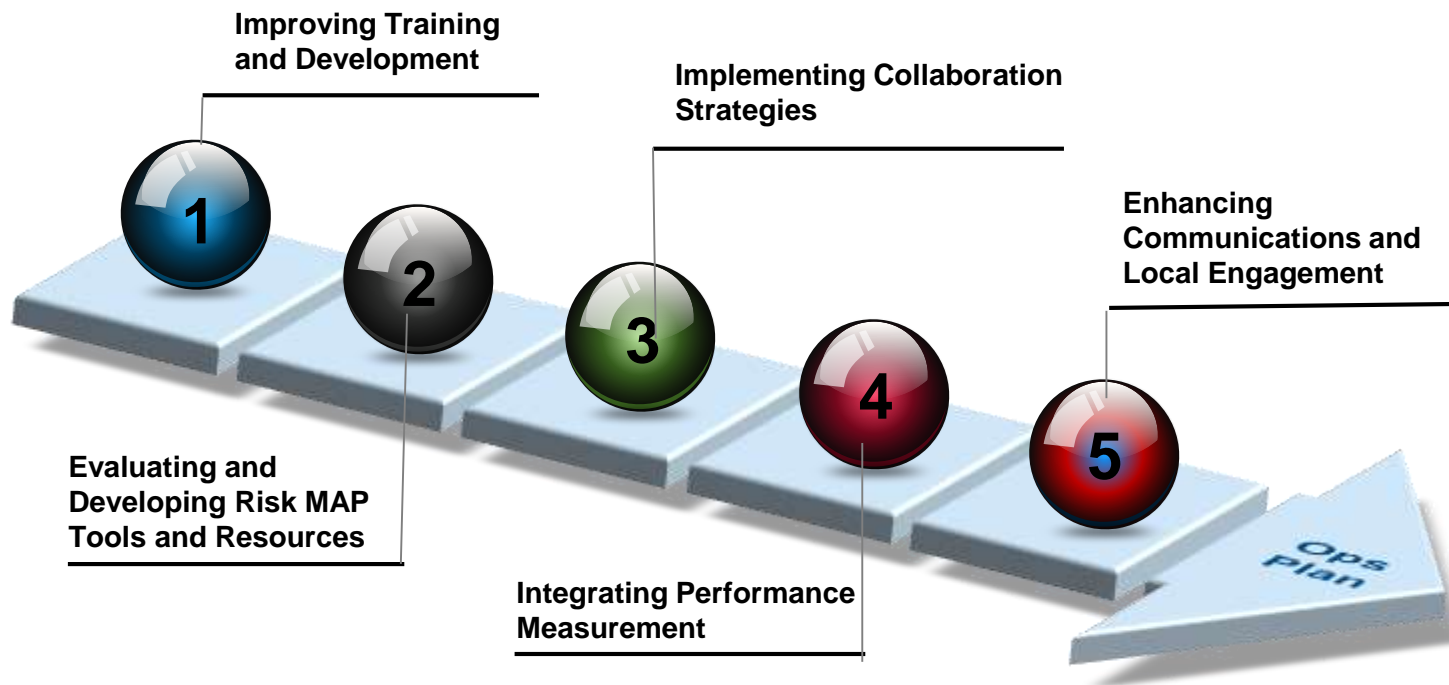
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- Brian Koper* (FEMA HQ)
- Sarah Devaney-Ice* (FEMA HQ)
- Amanda Siok (Region X)
- Sean McNabb (Region VIII)

PM Team

- Alix Shutello (PM Team)
- Alex Lord (PM Team)
- David Grant Hill (PM Team)

*As Needed



Note: The Community of Practice (CoP) also provided input into the development of the goals as well.



The goals were communicated to CTP Stakeholders through a number of venues

The CTP Program leveraged a number of stakeholders to evaluate and confirm the five Ops Plan goals.

Figure 3: Stakeholder outreach and meetings



The Ops Plan mission is also aligned to the Risk MAP mission

Figure 4: CTP Program and Risk MAP Missions



Vision:

FEMA envisions a successful Risk MAP program where CTP partnerships established are supported in the delivery of high-quality mapping products, risk assessment tools, and planning and outreach support, which enables communities to take action to reduce risk based on informed multi-hazard based data and resources. FEMA supports a CTP Program with CTP partnership capability growth and leveraged local community-level experience, data and funding. This will be accomplished by increasing CTP Program ownership and accountability throughout the Risk MAP Process, by providing a framework of support through training and communication tools and resources, by promoting sound program management guidance and best practices, and by validating the CTP best practices and community engagement successes through collaborative information and data sharing for the benefit of all its partners.

Ops Plan Implementation



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Implementation of programmatic priorities over the next 5 years will look as follows...

Figure 5: Implementation Plan



Incorporating Customer Experience (CX)

Principles:

The CTP Program's 5-Year Ops Plan integrates CX principles into our customized community engagement project planning and customer-focused initiatives.

Priorities for 2017 focus on CTP Program improvement



Program Management Efforts	CTP Program Training and Development Initiatives	Leverage Communications Best Practices, Collaboration and Integration Across the Program
<ul style="list-style-type: none"> Action Plan Development for all programmatic planning for 2017-2021 Complete annual Mapping Activity Statement/Statement of Work (MAS/SOW) updates. Develop messaging and implementation strategies for new Program Tiers and Performance Measures to be added to the Notice of Funding Opportunity (NOFO) in 2018. 	<ul style="list-style-type: none"> Finalize training plan and launch our competency-based training initiatives Implement new CTP Special Topics Course structure to include a Spring technical course (focusing on mapping) and a Summer communications-based course (focusing on communications best practices, tools, and resources) Provide webinars and workshops Launch CTP 101 Course Develop a CTP Onboarding Toolbox 	<ul style="list-style-type: none"> Community of Practice (CoP) Meetings Monthly Program Management Leads Meetings Engineering and Mapping meetings and CoP Conferences: Regional, ASFPM, NAFSMA, APA, RMD workshops Publications: RMD Newsflash and CTP Collaboration Monthly RMD National Call
Product Development	Advancing Action	Long Term Monitoring
<ul style="list-style-type: none"> MAS/SOW documents Blue Book (updated leverage information) NOFO (with new performance measures) Outreach Plan and program integration 	<ul style="list-style-type: none"> Program Tiers Advancing Action content Implement CTP Menu of Metrics Overall measure of success for the program 	<ul style="list-style-type: none"> Evaluate and Implement Best Practices for: <ul style="list-style-type: none"> CTP experience FEMA experience Community experience (CX)

Note: Through several tools and mechanisms (e.g., CTP Community of Practice (CoP), CTP Collaboration Center, CTP EMI Training Program, RMD National Call and News Flash), the CTP Program actively and regularly collaborates with RMD stakeholders across HQ and the Regions, continuously seeking new avenues for integration to help ensure the successful execution of the CTP Five-Year Ops Plan.

CTP Program Accomplishments Resulting from the Ops Plan



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A number of specific Ops Plan key actions are already in development and/or implementation



Five Operations Plan Goals	Items in development or completed (Actions)
Goal 1: To develop and implement a comprehensive training program to enhance FEMA staff and CTP Program knowledge, especially in the areas of technical innovation/mapping and communications outreach.	<ul style="list-style-type: none"> Finalize CTP 101 Course Offer EMI Courses focusing on technology and communications best practices Expand training course options via webinar, in-person, and self-paced training courses
Goal 2: To identify relevant programmatic tools, resources, and best practices to help CTPs be more efficient; help raise risk awareness in communities.	<ul style="list-style-type: none"> Updated the Mapping Activity Statements (MAS) and Statements of Work (SOW) Updated and highlight CTP Collaboration Center to highlight existing tools and resources Updated the Mapping Information Platform Updated the Blue Book Wrote a proposal to move the LOMR Review Partners Program out of the pilot phase
Goal 3: To develop a strategic collaboration plan to help improve communications across partners.	<ul style="list-style-type: none"> Increase collaboration and transparency via meetings, webinars and conferences (e.g.) ASFPM Continue to market the CTP Collaboration Center
Goal 4: To integrate performance measures, outcomes, and metrics into the CTP Program in order to improve and/or evaluate program planning and grants processes.	<ul style="list-style-type: none"> Determine how to best utilize the Performance Measures Launched the CTP Recognition Program
Goal 5: To evaluate and integrate, as needed, the CERC program goals	<ul style="list-style-type: none"> Develop a suite of webinars on communications and engagement tools and templates. Expand communications and engagement knowledge EMI and other conferences Develop and publish case studies on communications best practices

Those key actions we implemented in the last year led to a number accomplishments!



Over the past year, the CTP Program accomplished the following:

- FEMA Senior Leadership approved the CTP Program Five-Year Operations Plan (Ops Plan)
- **The Ops Plan won an award!** In April 2017, the Ops Plan, won a 2017 GOLD Hermes Creative Award for Strategic and Operational Planning!
- The 2017 Mapping Activity Statement (MAS)/Statement of Work (SOW) documents were updated to include new performance measures from the CTP Menu of Measures
- The 2011 Blue Book was updated and published (the April 18, 2017 version and the Blue Book webinar is available on the CTP Collaboration Center)
- CTP and FEMA staff completed the new EMI Special Topics Course technical session in March 2017
- The CTP 101 course is entering the pilot phase. Anticipated launch is June 2017.
- The CTP Program gave a number of webinars including:
 - Action Tracker
 - Appeals Process
 - Blue Book
 - Grants Management
 - Key Decision Point (KDP)
 - Mapping Information Platform (MIP)
 - Program Management
- **And.....**



We also named the winner the 1st Annual CTP Recognition Program!



The CTP Program successfully launched the 1st Annual CTP Recognition Program!

- Seven CTPs, listed below, were nominated from their peers from six Regions.
 - Arkansas Natural Resources Commission
 - Illinois State Water Survey
 - Kansas Department of Agriculture
 - Kentucky Division of Water
 - Maryland Department of the Environment
 - Oregon Department of Geology and Mineral Industries
 - San Antonio River Authority
- The Regions validated each entry.
- The Community of Practice (CoP) participated in a pre-vote where by the final three finalists were selected for the final live vote:
 - Illinois State Water Survey
 - Kentucky Division of Water
 - San Antonio River Authority
- On April 19, 2017 during the biannual CoP General Meeting, CTPs voted for the winners:
 - [San Antonio River Authority \(First Place\)](#)
 - [The Illinois Water Survey \(Honorable Mention\)](#)

Figure 6: The San Antonio River Authority was selected for their holistic watershed master planning and floodplain management best practices.



Joe Hernandez, SARA, receives the first place award from Nick Shufro, FEMA Assistant Administrator of the Risk Management Directorate and Laura Algeo, National CTP Program Coordinator

Future Initiatives



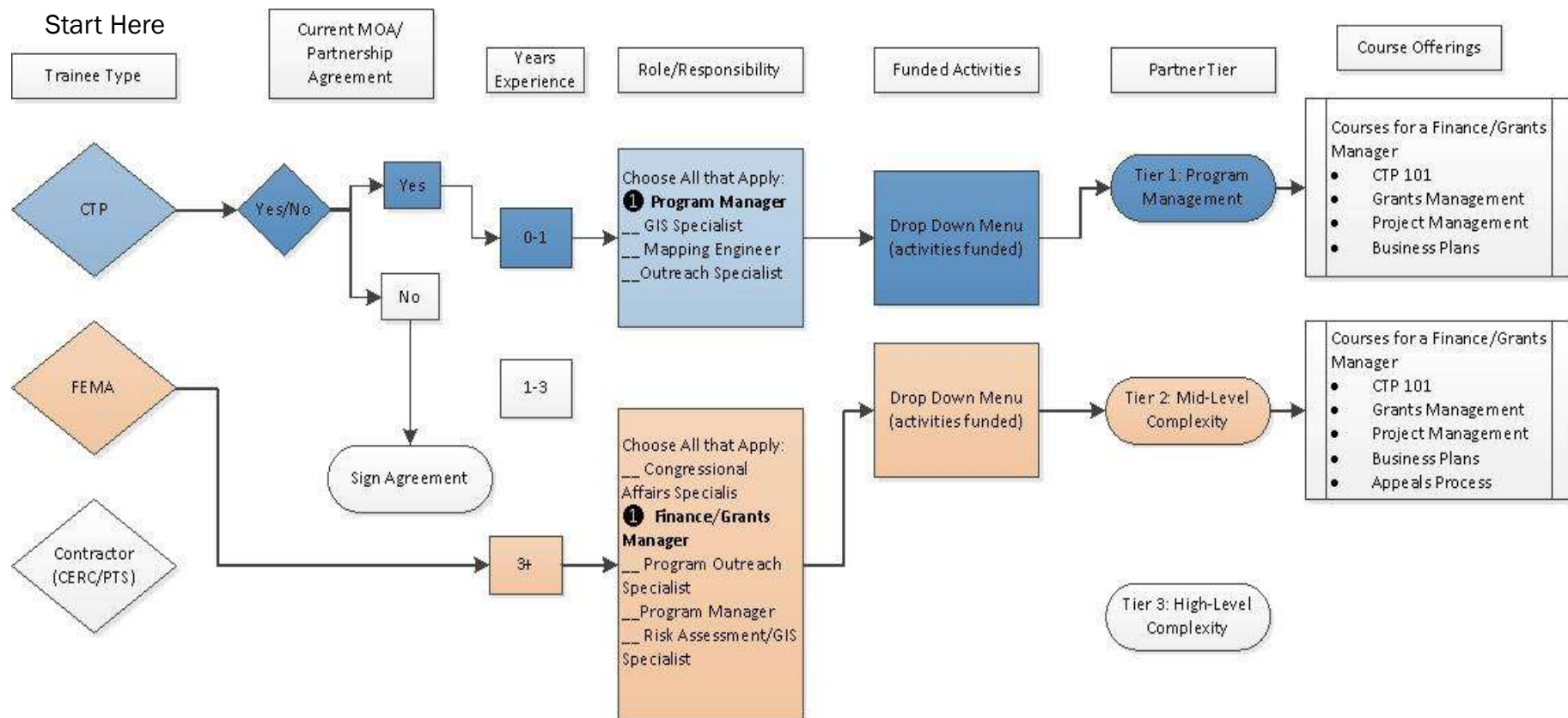
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Future initiatives for the CTP Program include:

Five Operations Plan Goals	Next Steps (Objectives/Sub-objectives)
Goal 1: To develop and implement a comprehensive training program to enhance FEMA staff and CTP Program knowledge, especially in the areas of technical innovation/mapping and communications outreach.	<ul style="list-style-type: none"> Develop a competency-based training framework Identify core competencies for FEMA staff and CTPs Introduce even more new webinars! Offer the summer EMI Special Topics Course on Communications <ul style="list-style-type: none"> EMI Special Topics Course Registration: Remember! Summer EMI sign up deadline is June 2, 2017 REGISTER at: https://www.surveymonkey.com/r/2017EMIInterestquestionnaire
Goal 2: To identify relevant programmatic tools, resources, and best practices to help CTPs be more efficient; help raise risk awareness in communities.	<ul style="list-style-type: none"> Develop a CTP Onboarding Toolbox Solicit for more program best practices, for example from the CTP Recognition Program first place and honorable mention winners
Goal 3: To develop a strategic collaboration plan to help improve communications across partners.	<ul style="list-style-type: none"> Increase collaboration and transparency Continue to inform the CoP about the Mapping Information Platform (MIP) redesign Continue to leverage meetings, publications and conferences to share information about the CTP Program
Goal 4: To integrate performance measures, outcomes, and metrics into the CTP Program in order to improve and/or evaluate program planning and grants processes.	<ul style="list-style-type: none"> Ensure accountability and/or measurement through training and webinars Continue to build the CTP Recognition Program Introduce ways for evaluating Performance Measures
Goal 5: To evaluate and integrate, as needed, the CERC program goals	<ul style="list-style-type: none"> Integrate CERC program initiatives and tools Integrate Customer Experience (CX) initiatives into program planning Update the Notice of Funding Opportunity (NOFO) as needed (for FY 2018) with new awareness metric language

For Goal 1, FEMA is rolling out a robust training plan for CTPs

- CTP Stakeholders use the self-assessment and then decide on courses based on CTP type, partner tier and available course types.
- The track is also determined by the Partner Tier.
- The example below shows a decision process to determine courses for:
 - A new CTP Program Manager of a Tier 1 Project
 - A seasoned Finance/Grants Manager of a Tier 2 Project



The CTP Training Plan also deliberately aligns to CTP Performance Measures and Metrics



Partner Tier Designation

- The CTP Program developed a proposed tiering system to apply performance measures
- These “Partner Tiers” were designed based on project complexity, as a result of the Working Group’s evaluation of CTP size and scale
- Training needs are defined by the Partner Tiers
- Performance measures and required metrics increase with the complexity of a project

Tier 1 Partner – Completes Low Complexity Projects	
Project Length	■ 12-24 Months
CTP Type	■ PM, CERC
Project Requirements	■ No Integrated Baseline Review (IBR)
Required Metrics	■ 2 Performance Measures
Required Training	■ 4 Hours of Training
Reporting	■ Quarterly Reporting

Tier 2 Partner – Completes Mid-level Complexity Projects	
Project Length	■ Multi-Year Projects
CTP Type	■ CTP Provides Leverage
Project Requirements	■ Quality Assurance Plan
Required Metrics	■ 4 Performance Measures
Required Training	■ 6 Hours of Training
Reporting	■ Monthly or quarterly touchpoints

Tier 3 Partner – High Complexity Projects	
Project Length	■ Multi-Year Projects
	■ Production Activities
	■ CTP fully funds at least one staff
CTP Type	■ CTP Provides Leverage
	■ Other Stakeholder Engagement
Project Requirements	■ Quality Assurance Plan
Required Metrics	■ 6 Performance Measures
Required Training	■ 8 Hours of Training
Reporting	■ Monthly Touchpoints
	■ Robust Outreach

Regarding performance measures, in 2018, FEMA will require them be written into scoping documents



- In 2015, the CTP Program was required to implement new performance measures to be in compliance with 2 CFR 200.
- The 2017 Mapping Activity Statements (MAS) and Statements of Works (SOW) should include the four performance measures listed.

Figure 7: 2017 CTP Menu of Measures

Performance Measures	Description
Metrics Attained	<ul style="list-style-type: none">▪ Metrics Proposed vs. Metrics Achieved
Earned Value	<ul style="list-style-type: none">▪ Composed of three parts: CPI/SPI Threshold, Change Requests, and Ongoing Maintenance (required for all agreements)▪ Maintain a value of between 0.92 and 1.08 in Earned Value.
Qualitative Questionnaire	<ul style="list-style-type: none">▪ Regions would evaluate partnerships on a quarterly basis and provide the results to CTPs so they can be discussed and incorporated in quarterly reporting requirement
Quality Metrics	<ul style="list-style-type: none">▪ Evaluate the quality of the deliverables or project implementation related to specific CTP projects in the following categories:<ul style="list-style-type: none">▪ Quality of Engineering and Mapping Deliverables▪ Meetings/Trainings▪ Messaging/Project Management



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Stay Involved



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The CTP Collaboration Center provides the most up to date CTP Program information



- Over 200 CTPs, FEMA staff, and contract staff are registered for the CTP Collaboration Center who receive the CTP Collaboration Monthly for news on the CTP Program.
- Registrants may add announcements, calendar events, discussion topics, and relevant documents.
- Events relevant to all Risk MAP stakeholders are posted on the calendar, such as ASFPM's conferences.
- Notes and presentations from meetings, webinars and EMI training course are posted online.
- Reports and other tools and resources such as the CERC Playbook, the 2017 Blue Book and the 2017 MAS/SOW documents are posted too,
- We encourage everyone to sign up that has not already in order to promote use and increase site function.



www.tinyurl.com/collaborationsiteregistration

Questions?



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Appendices



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Appendix 1

The Technical Mapping Advisory Council (TMAC) was stood up during the time of the CTP Program Feedback Survey. The CTP Program Team monitored TMAC meetings and made sure that our goals would align to TMAC recommendations.

Ops Plan Goals were then aligned in accordance with 2015-2016 TMAC recommendations

TMAC RECOMMENDATIONS (2015 Report)	Goal 1: Training Plan	Goal 2: Tools and Resources	Goal 3: Feedback Mechanisms	Goal 4: Performance Measures	Goal 5: Communications Integration
Recommendation 19: Develop and implement a suite of strategies to incentivize communities, non-government organizations, and private-sector stakeholders to increase partnering and subsequent contributions for flood hazard risk updates and maintenance.					X
Recommendation 20: Work with CTPs to develop a suite of measures that communicate project management successes, competencies and capabilities of CTPs. Where CTPs demonstrate appropriate levels of strong past performance, FEMA should further entrust additional identification and risk assessment responsibilities to CTPs.	X		X	X	
Recommendation 21: Establish a National Flood Hazard Risk Management Coordination Committee. The role of the committee should be focused around the ongoing implementation of the 5-year Flood Hazard Mapping and Risk Assessment Plan. Add other members to the committee that have a direct bearing on the implementation of the plan.		X			X
TMAC RECOMMENDATIONS (2016 National Program Review Report)	Goal 1: Training Plan	Goal 2: Tools and Resources	Goal 3: Feedback Mechanisms	Goal 4: Performance Measures	Goal 5: CERC Provider Integration
FEMA should investigate offering multi-year program management grant periods (versus annual) to Cooperating Technical Partnerships (CTPs).	X			X	

Goals, Objectives and Actions

The Ops Plan contains 5 goals, 11 objectives, and 25 actions

Goal	OBJECTIVE	ACTION	ACTION PLAN DELIVERABLE
GOAL 1 Training and Development	1.1 Provide a framework of support through training and outreach tools and resources; promote sound program management guidance and best practices	1.1.1 Develop a competency-based training framework based on FEMA and/or CTP roles and responsibilities; in particular, project responsibilities 1.1.2 Develop a mechanism for conducting self-assessment based on FEMA/CTP roles and responsibilities 1.1.3 Develop an outreach process to continue ongoing awareness about training opportunities	<ul style="list-style-type: none"> CTP Training Plan <ul style="list-style-type: none"> Self Assessment Plan to be rolled up into the CTP Training Plan Outreach Plan—aligns with outreach initiatives in Goals 3 and 5
	1.2 Increase and enhance CTP and FEMA knowledge and accountability in the areas of program management, grants management process, reporting, and best practices	1.2.1 Expand training course offering options via webinar, in-person and self-paced eLearning training courses	<ul style="list-style-type: none"> Training products such as webinars and the CTP 101 self-paced eLearning course
GOAL 2 Risk Map Tools and Resources	2.1 Inventory and leverage current tools and resources and propose updates or new products (e.g., Blue Book updates) ²⁷	2.1.1 Evaluate and Identify potential improvements to the MIP. 2.1.2 Update and publish the Blue Book	<ul style="list-style-type: none"> MIP report template for updates for CTPs and FEMA Updated Blue Book
	2.2 Evaluate and incorporate possible program innovation (e.g., mapping technology, LOMR Review Partnership expansion and project improvements)	2.2.1 Identify resources on the CTP Collaboration Center to highlight existing tools and resources 2.2.2 Finalize the Partner Tiering process and integrate project incentives and metrics 2.2.3 Evaluate benefits/costs and potential expansion of the LOMR Review Partnerships by developing a proposal for the continuation of the LOMR Review Partners Program	<ul style="list-style-type: none"> Catalog tools and resources and reorganize the site as needed Rollout plan for the Partner Tiers Proposal that supports the continuation of the LOMR Review Partners Program
	2.3 Improve reporting processes and best practices, and provide tools and resources to help CTPs become more efficient with project reporting	2.3.1 Ensure broad distribution and availability of best practices through the biannual Community of Practice (CoP) General Meetings, local conferences and partner meetings, and via the CTP Collaboration Monthly, as well as other meetings such as the RMD quarterly meetings	<ul style="list-style-type: none"> CTP stakeholder audience audit Updated catalog of existing programmatic tools and resources the CTP Program uses

Goals, Objectives and Actions

GOAL	OBJECTIVE	ACTION	ACTION PLAN DELIVERABLE
GOAL 3 Collaboration Strategies	3.1 Increase collaboration and transparency across the program in order to improve communication between FEMA and CTPs through sound relationship and project management best practices, better reporting, lessons learned from Customer Experience (CX) initiatives	3.1.1 Develop an Outreach Plan and strategy to improve program transparency as well as incorporate messaging concepts regarding CX principles and best practices (disaster and mitigation planning for example)	<ul style="list-style-type: none"> Outreach Plan which: <ul style="list-style-type: none"> Incorporates Regional input to improved CTP Program communications (three ways—FEMA to CTPs, CTPs to FEMA, CTP-CTP) Allows for reach-back into other FEMA/contractor meetings to share information Integrates more use of the CTP Collaboration Center for information sharing Enables more sharing and use of CTP Program Best Practices Includes outreach planning tactics from Goals 1 and 5 Incorporating Customer Experience (CX) principles into outreach planning
	3.2 Enhance project management skillsets and resources (e.g., process, reporting, best practices)	3.2.1 Develop new tools and resources as needed to help CTPs with reporting systems or CTP feedback processes 3.2.2 Develop/enhance an opt-in CTP Stakeholder Database	<ul style="list-style-type: none"> Suite of tools and resources such as a Welcome Kit or CTP Onboarding Toolbox CTP Stakeholder Database
GOAL 4 Integrating Performance Measurement	4.1 Ensure accountability and/or measurement (both CTPs and FEMA; performance measures and evaluating program success)	4.1.1 Develop a template for collecting project information during FEMA/CTP project meetings 4.1.2 Integrate Partner Tiers and Performance Measures into the 2018 NOFO grant process 4.1.3 Determine how to utilize the Performance Measures that have been implemented in 2016 into future project planning and evaluation of partnerships	<ul style="list-style-type: none"> Template(s) Project plan which identifies a method for evaluating how the Partner Tiers are working Process for evaluating Performance Measures over time in accordance with milestones and metrics
	4.2 Coordinate consistent approaches within the grants process (e.g., MAS/SOW, funding flexibility)	4.2.1 Review language about advancing action and other Risk MAP objectives on a regular basis 4.2.2 Develop a CTP Recognition Program and recognize "high performing" CTPs	<ul style="list-style-type: none"> Finalized content to be written in early 2017 and change the name of the Community Engagement Risk Communications (CERC) SOW to Community Outreach and Mitigation Strategies (COMS) SOW Pilot initial rollout of Program in Spring 2017 Evaluation plan to nominate CTPs for the CTP Recognition Program

Goals, Objectives and Actions

GOAL	OBJECTIVE	ACTION	ACTION PLAN DELIVERABLE
GOAL 5: Communications Tools	5.1 Determine what CERC contractor-provided resources or enhancements and/or tools developed from results from the CX initiatives and application, which can be utilized by FEMA Mapping Partners ²³	5.1.1 Develop a CERC contractor-provided Product Planning Matrix	<ul style="list-style-type: none"> ■ CERC provider Product Planning Matrix or menu and CERC provider product audit
		5.1.2 Develop a suite of webinars/information sheets on Communications and engagement tools and templates	<ul style="list-style-type: none"> ■ Training classes which ties into the CTP Program Training Plan
		5.1.3 Expand communications knowledge through workshops at EMI and conferences	<ul style="list-style-type: none"> ■ Workshop Plan for EMI. The plan should align to performance measures and community actions
	5.2 Evaluate the use of CERC contractor-provided or other CTP-developed resources to increase CTP capabilities for more consistent program planning at the project level	5.2.1 Develop and publish case studies on communications best practices for the CTP Program. 5.2.2 Develop outreach tactics to incorporate into the CTP Program Outreach Plan to share COMS tools and resources	<ul style="list-style-type: none"> ■ Case studies which demonstrate how COMS-related services are integrated into CTP Projects²³ ■ CERC provider outreach strategy regarding community awareness, CERC training and products ■ Incorporate lessons learned and best practices through CX initiatives, outreach surveys, etc.