

Chapter 4

Planning Process

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In This Chapter

The Oregon NHMP Planning Process is divided into three sections: 1) Introduction, 2) Updating the 2012 Plan, and 3) Maintaining the 2015 Plan. Following is a description of each section.

1. **Introduction:** *States the purpose of the natural hazard mitigation planning process, both updating the 2012 Plan and maintaining the 2015 Plan.*
2. **Updating the 2012 Plan:** *Describes the planning environment and details the plan update process. Includes a table indicating whether or not each section of the 2012 plan was revised.*
3. **Maintaining the 2015 Plan:** *Includes the following components:*
 - Monitoring the Plan: *Analyzes the efficacy of the method and schedule for monitoring, evaluating, and updating the 2012 Oregon NHMP and establishes a method and schedule for monitoring, evaluating, and updating the 2015 Oregon NHMP.*
 - Monitoring Goals, Activities, and Projects: *Analyzes the efficacy of the 2012 Oregon NHMP system for reviewing progress on mitigation activities; discusses whether mitigation actions were implemented as planned; and establishes a system for reviewing progress on implementing mitigation activities and projects and achieving 2015 Oregon NHMP goals.*

Introduction

44 CFR §201.4(b), Planning process. *An effective planning process is essential in developing and maintaining a good plan. The mitigation planning process should include coordination with other State agencies, appropriate Federal agencies, interested groups, and be integrated to the extent possible with other ongoing State planning efforts as well as other FEMA mitigation programs and initiatives.*

The Disaster Mitigation Act of 2000 (44 CFR 201) had required that states update their multi-hazard mitigation plans every three years to maintain eligibility for federal disaster assistance. Effective May 27, 2014, amendments to 44 CFR §201 changed the state mitigation planning update cycle from three to five years. Oregon chose to complete the three-year update already in progress. Oregon first completed a Natural Hazards Mitigation Plan (Oregon NHMP or Plan) in 1992 with subsequent updates occurring in 2000, 2004, 2006, 2009, and 2012.

This update was supported by a Hazard Mitigation Grant Program sub-grant (DR-4055.0010) to DLCDC and by state general funds.

The purpose of this chapter is three-fold:

- To describe the process used to develop the 2015 Oregon NHMP;
- To describe the process to be used for tracking progress on mitigation activity and goal achievement during the life of the 2015 Plan; and
- To describe the method and schedule for monitoring, evaluating, and updating the 2015 Plan.

Updating the 2012 Plan

Requirement 44 CFR §201.4(c), Plan content. To be effective the plan must include the following elements:

Requirement 44 CFR §201.4(c)(1) Description of the planning process used to develop the plan, including how it was prepared, who was involved in the process, and how other agencies participated.

The purpose of this section is to describe the process used to develop the 2015 Oregon NHMP. Key meetings, participants, decision points, interagency coordination and public outreach efforts are described. In addition, other state and federal planning efforts with which the 2015 Plan is integrated are identified, as are the sections of the 2012 Plan that were revised.

The State Interagency Hazard Mitigation Team (IHMT)

Prior to the spring of 1996, what is today the State IHMT was an informal group of state agencies whose representatives met on an ad hoc basis following Presidentially-declared disasters. On March 4, 1997, in response to the floods and landslides of the autumn and winter of 1996-1997, Governor Kitzhaber directed OEM to make the State Interagency Hazard Mitigation Team a permanent body with regular meetings. The State Hazard Mitigation Officer, housed in OEM, chairs the State IHMT. Today the State IHMT meets quarterly to understand losses arising from natural hazards, recommend and coordinate strategies to mitigate loss of life, property, and natural resources, and to maintain the Oregon NHMP.

State IHMT member agencies:

- Oregon Climate Change Research Institute (OCCRI, Oregon State University)
- Oregon Climate Service (OCS, Oregon State University)
- Oregon Department of Administrative Services, Chief Financial Office (DAS)
- Oregon Department of Agriculture (ODA)
- Oregon Department of Consumer and Business Services – Building Codes Division (DCBS/BCD)
- Oregon Department of Consumer and Business Services – Insurance Division (DCBS/ID)
- Oregon Department of Environmental Quality (DEQ)
- Oregon Department of Fish and Wildlife (ODFW)
- Oregon Department of Forestry (ODF)
- Oregon Department of Geology and Mineral Industries (DOGAMI)
- Oregon Department of Land Conservation and Development (DLCD)
- Oregon Department of State Lands (DSL)
- Oregon Department of Transportation (ODOT)
- Oregon Health Authority, Public Health Division (OHA/PHD)
- Oregon Infrastructure Finance Authority (OIFA, Business Oregon)
- Oregon Military Department, Oregon Office of Emergency Management (OEM)
- Oregon Parks and Recreation Department (OPRD)
- Oregon Partnership for Disaster Resilience (OPDR, University of Oregon)
- Oregon Public Utility Commission (OPUC)
- Oregon State Police, Office of State Fire Marshal (OSP/OSFM)
- Oregon Water Resources Department (OWRD)

The state IHMT meets quarterly on the third Thursday morning of January, April, July, and October of each year. During the 2013 – 2015 plan update process, IHMT meetings included a standing agenda item for topics related to the Oregon NHMP update. State IHMT meetings are open to the public, and representatives from non-State IHMT agencies and organizations are added as needed.

The Planning Process

A major change occurred in the planning process during this update cycle: DLCDC took responsibility for updating and maintaining the Oregon NHMP. Prior to this, OPDR had facilitated Oregon NHMP updates. Oregon demonstrated its ever-strengthening commitment to natural hazard mitigation by taking this step, and by hiring two staff to manage the plan update and move forward and expand other natural hazard mitigation initiatives. The transfer of responsibility and hiring process consumed the first year of the update cycle, significantly abbreviating the project timeline. Therefore, plan update tasks were undertaken simultaneously rather than sequentially, then reviewed and revised as necessary to ensure consistency. The 2015 Oregon NHMP is the result of a two-year, collaborative interagency plan update process that occurred between March 2013 and March 2015.

Participants and Coordination

State IHMT agencies provided staff and other resources to accomplish the update.

DLCDC managed and facilitated the update process with oversight and direction from the State IHMT, guidance from FEMA, and in close cooperation with OEM and the State Hazard Mitigation Officer, DOGAMI, and OPDR. Other state and federal agencies also contributed substantively and substantially to the update.

The hazard characterizations, probability, and vulnerability assessments were reviewed and revised by subject matter experts from State IHMT agencies, the Oregon Climate Change Research Institute and Oregon Climate Service. The Regional Profiles were developed by OPDR. The Local Capability Assessment, Coordination of Local Mitigation Planning, and Funding sections were reviewed and revised by OPDR and DLCDC. Information about state-owned and leased buildings and critical and essential facilities was provided by DAS, analyzed and reported by DOGAMI. ODOT provided information about seismic lifelines. Mitigation actions were reviewed, evaluated, revised, and prioritized by State IHMT agency representatives and reviewed, revised, and approved by the State IHMT. Goals were reviewed, revised, and approved by the State IHMT.

The State IHMT's Risk Assessment Sub-Committee (RAS-C), comprised of personnel from OEM, DLCDC, DOGAMI, DEQ, OIFA (Business Oregon), UO, and FEMA developed a new concept methodology for a risk assessment that could, if fully developed, be used to assess risk for all hazards at both the state and local levels.

The Silver Jackets, a US Army Corps of Engineers program, is implemented in Oregon as another sub-committee of the State IHMT. It brings together a number of federal and state agencies and has been instrumental in moving flood hazard mitigation forward during this update cycle. This is a new and successful initiative in federal and state collaboration and coordination since approval of the 2012 Oregon NHMP.

Another successful initiative is establishment of quarterly coordination phone calls between FEMA and State IHMT agencies the week prior to State IHMT meetings. This is continuing to improve lines of communication and enhance coordination by providing a regular forum for information exchange.

Because DLCD, DOGAMI, OEM, and OPDR are working on a variety of related mitigation projects together and separately, they have also begun monthly coordination meetings that are providing a useful avenue for updates, enhancing coordination and collaboration.

Further, FEMA's Risk MAP Program as implemented in Oregon is providing another important link between state agencies, OPDR, local governments and FEMA and NOAA programs in addressing natural hazard mitigation (particularly flooding) as well as climate change impacts. Oregon's Risk MAP coordinator is also involved with state agencies, universities, and others in a number of initiatives to make natural hazard information available to and accessible by local governments and the public.

Chronology

A scope of work, work program, and timeline forming the basis of the sub-grant contract for the update was developed during March 2013. Together these documents described a two-year work plan for updating the 2012 Oregon NHMP, and clearly identified roles and responsibilities, requirements, tasks, deliverables, and timelines for task completion.

Also in March 2013, DLCD also began facilitating a process with the State IHMT's Risk Assessment Subcommittee (RAS-C) (under a DR-1733 sub-grant to OPDR) to develop a new risk assessment methodology intended to address the lack of a clear and common methodology for identifying the most vulnerable geographic areas in the state. This process closed in August 2013 having developed a concept methodology. The concept methodology has not been tested and could not be used for this update. The State is seeking funding to continue this work, looking forward to completing development and implementation over several NHMP update cycles. For more information, see Future Enhancements to State Risk Assessment, [page XX](#).

The planning process began in earnest in April 2013 with a letter from the DLCD's Director, Jim Rue, to other State IHMT agencies' Directors announcing the beginning of the 2015 Oregon NHMP update cycle, requesting their commitment to it and their attendance at the April 2013 meeting of the State IHMT.

Development of goals for the update and organization of the planning process were the first orders of business at the April 2013 State IHMT meeting. The scope of work, work program, and timeline were presented and agreed to by the State IHMT.

Goals for the update were articulated and agreed to by the State IHMT:

- Improve interagency coordination and collaboration on natural hazard mitigation activities.
- Enhance the risk assessment methodology.
- Regain "Enhanced Plan" status.
- Address climate change and sea level rise in the risk assessment.
- Make project information easily available to interested parties.
- Make risk assessment data accessible to local jurisdictions.
- Prioritize actions for funding based on the enhanced risk assessment.
- Eliminate redundancy and increase consistency throughout the Plan.

- Review action items to ensure they are SMART (specific, measurable, achievable, realistic, and time-oriented).
- Make the 2015 Plan a “living document.”

DLCD also introduced the process for developing a new risk assessment methodology at this meeting.

To facilitate local government and public involvement, websites for the State IHMT and for the update project were established on OEM’s and DLCDC’s websites, respectively, in summer 2013. A listserv was also developed to provide project information to interested parties. DLCDC’s Regional Representatives were apprised of the project, websites, and listserv, and provided with a spreadsheet showing the NHMP and NFIP status of each city and county in the state. The Regional Representatives provided contact information for local government officials who were emailed an invitation to join the listserv, visit the websites, and comment on posted draft documents. They were also encouraged to pass this information along to other interested parties.

DLCD continued throughout the update process to provide revised spreadsheets to the appropriate regional representative whenever a community received “approval pending adoption” or final approval of its NHMP from FEMA.

Next, State IHMT agency staff leads were identified for each hazard and organized into related hazard groups. The purpose of this organization was to foster interagency communication and collaboration, specifically while updating hazard characterizations and mitigation actions, and more generally beyond this project. Project initiation meetings were held with each group. A state-sponsored collaborative electronic workspace was developed to facilitate project information sharing among hazard groups.

Table XX: State IHMT Hazard Groups

| Hazard Groups | Leads | Other Member Agencies |
|--|--|--|
| Coastal Hazards/Climate Change | Coastal Erosion: DOGAMI Climate Change: DLCDC & OCCRI/OCS | WDFW, OHA, DSL, DLCDC, OPRD, ODOT, OCCRI/OCS |
| Fire/Drought/Dust Storm | Fire: ODF Drought: WRD Dust Storm: ODOT & OEM | ODFW, DEQ, , DSL, DLCDC, ODF, OEM, OSFM, ODOT, OHA |
| Earthquake/Tsunami/Volcano | Earthquake: DOGAMI & OEM Tsunami: DOGAMI Volcano: DOGAMI | DLCDC, DEQ, OEM, OHA, OPRD, PUC |
| Flood/Landslide/Windstorm/Winter Storm | Flood: DLCDC Landslide: DOGAMI Windstorm: PUC & OCCRI Winter Storm: ODOT & OEM | WRD, DSL, ODFW, DEQ, OEM, ODOT, OHA, OPRD, PUC |

Source: DLCD

The hazard groups held their first meetings in June and July 2013 at which they were introduced to the update project and discussed their tasks and timeline.

In July 2013 the State IHMT held its quarterly meeting at which DLCD discussed progress and next steps for the update, highlighting the launch of the project website and listserv. DLCD also discussed progress on development of the new risk assessment methodology.

In August 2013, Hazard Leads began reviewing the 2012 Oregon NHMP mitigation actions in preparation for a meeting of all hazard groups at the end of September to discuss them. Also in August the hazard group leads met to discuss integrating climate change into hazard characterizations.

In September 2013, the hazard groups met to discuss the mitigation actions (details in the Mitigation Actions section). DLCD also developed a method for reorganizing and streamlining the 2015 Oregon NHMP.

In October 2013, the State IHMT held its quarterly meeting. DLCD briefed the State IHMT on progress, and received approval to continue with its proposals for streamlining the document and prioritizing mitigation actions. DLCD also updated the IHMT on the final work plan, timeline and budget presented by InfoGraphics for the new risk assessment model, and discussed possible funding opportunities.

During November, DLCD together with OHA and DOGAMI submitted a grant proposal to NOAA that if awarded would further development of the risk assessment concept model. Work continued on the mitigation actions and risk assessment.

In December, the hazard groups met to prioritize mitigation actions and managers were asked to identify their level of support for each prioritized action (details in the Mitigation Actions section).

In January 2014, the State IHMT held its quarterly meeting. DLCD provided an update on project progress, including the risk assessment and a presentation of the prioritized mitigation actions. Also the Silver Jackets became more engaged in the update process, hosting a discussion of the project at their meeting that month and following up with suggestions for action.

Work on regional profiles, mitigation strategy, and plan maintenance and monitoring began in February 2014 and continued through the summer. In conjunction with the April 2014 State IHMT quarterly meeting, a preliminary draft of the State-level risk assessment and mitigation actions were posted to the project website for public review and comment. A notice to the listserv was sent.

DLCD updated the State IHMT on overall progress of the update and next steps at its July 2014 quarterly meeting.

A preliminary draft of the 2015 Oregon NHMP was posted on the project website for public review and comment in August 2014.

Mitigation Actions

At the end of September 2013, the hazard groups met, identified the status of each mitigation action and whether they were SMART (Specific, Measurable, Achievable, Realistic, and Time-oriented), and recommended:

- Focusing on mitigation actions not yet begun or progressing by moving other actions to “ongoing” and “removed” spreadsheets as applicable;
- Removing or rewriting mitigation actions that did not meet the SMART criteria;
- Splitting combined mitigation actions into specific parts to better meet the SMART criteria and to improve tracking; and
- Reorganizing the mitigation actions under different headings.

At the beginning of December 2013, the groups met again and using a score sheet developed based on STAPLEE criteria (Social, Technical, Political, Legal, Economic, Environmental) scored each mitigation action on the “priority” spreadsheet (not “ongoing” or “removed” spreadsheets). Because of the way the score sheet was constructed, the composite score for each mitigation action is to be construed as indicating the degree to which it is cost-effective. Later in December 2013 and in January 2014, IHMT member agency managers reviewed the mitigation actions on the “priority” spreadsheet and indicated their agencies’ level of support for each one. A “1” indicated that the action is likely to be funded and undertaken; a “2” indicated that funding or ability to undertake the action is uncertain; and a “3” indicated that the action is unlikely to be funded or undertaken before March 2018 (during the life of this plan). The actions were re-organized according to topic as requested during the September and December mitigation action meetings with Hazard Leads. The spreadsheets were posted on the project website for review and a notice was sent to the listserv. No comments were received through the website.

At its January 2014 meeting, the IHMT reviewed the “priority” spreadsheet and requested that the actions be re-organized by hazards. In response, the actions were sorted first by the level of support and then the score, high to low. In cases where the level of support and score were the same for two or more actions, the actions were listed in order of the number of hazards addressed, most to least. Then the actions were sorted on additional spreadsheets by the number of hazards. One spreadsheet shows multi-hazard actions (two or more) and additional spreadsheets show single-hazard actions. In addition, some actions were revised in response to comments from IHMT agencies after the meeting.

At its April 2014 meeting, the State IHMT added several mitigation actions addressing issues that arose during the planning process. The State IHMT also reviewed the Plan’s goals and decided to revise one existing goal for better alignment with agency policy and activities, and to add three new goals for better coordination with local NHMP goals.

During the summer of 2014, mitigation action tables were reviewed, revised, completed, and finalized.

Risk Assessment

In October 2013, DLCD met with Hazard Leads and provided templates and instructions for updating the state and local (regional) risk assessments including hazard characterizations, probabilities and vulnerabilities. The Hazard Leads worked on the Risk Assessments through March 2014. DLCD continued meeting and communicating with the Hazard Leads individually to refine the updates and produce a preliminary draft risk assessment. Work on the regional profiles, a portion of the local-level risk assessment, began in February 2014. In April 2014, a preliminary draft of the state-level risk assessment and one

regional risk assessment were prepared. They were both furnished to FEMA for review. The state-level risk assessment was posted on the project website for public review.

DLCD continued to work with the Hazard Leads and OPDR through the summer of 2014, pursuing enhancements to both the state and local (regional) level risk assessments in response to FEMA’s comments and to continue to fill gaps and improve the Plan.

Finalization

The State IHMT met in July 2014 and discussed the status of the preliminary draft Oregon NHMP, finalization of mitigation actions and development of mitigation success stories.

During July and August 2014, mitigation actions were finalized; mitigation success stories were collected; as yet unfinished portions of the Plan were completed; maps were refined; and formatting and editing were begun. The Governor’s Office reviewed the plan during August 2014.

The draft Plan was completed in September and submitted to FEMA for formal review in October 2014. FEMA required some minor changes, and in January 2015 issued “approval pending adoption.”

Governor Kitzhaber promulgated the plan by letter dated February 14, 2015 and FEMA issued final approval on February 28, 2015.

Highlights in Brief

JANUARY 2013 – SEPTEMBER 2013

- | | |
|---------------|--|
| January 2013 | • DLCD took responsibility for updating and maintaining the Oregon NHMP. |
| February 2013 | • DLCD hired two natural hazards planners. |
| March 2013 | • DLCD developed a scope of work, work program, and timeline. • DLCD convened the State IHMT Risk Assessment Sub-Committee (RAS-C). |
| April 2013 | • DLCD Director Jim Rue sent an introductory letter to other State IHMT agency directors. • The State IHMT held its quarterly meeting. • The RAS-C identified risk assessment evaluation criteria. DLCD, OPDR and InfoGraphics conducted literature reviews of risk assessment methods found in academic literature and other SNHMPs. |
| May 2013 | • FEMA approved the scope of work, work program, and timeline. • DLCD organized Hazard Groups to review and update portions of the Plan. • The RAS-C discussed literature review findings and how to integrate emerging trends into an Oregon-tailored model. • DLCD met with Hazard Leads to discuss vulnerability data: theme, source, quality and accessibility. |
| June 2013 | • The Earthquake/Tsunami/Volcano Hazard Group held its first meeting. • The Flood/Landslide/Windstorm/Winter Storm Hazard Group held its first meeting. |

- Project website launched.
 - Project email listserv launched.
 - InfoGraphics facilitated a discussion with the RAS-C about big picture objectives, technical approach and data inputs for the new risk assessment model.
- July 2013
- DLCD took delivery of the 2012 Oregon NHMP document files from OPDR.
 - The Fire/Drought/Dust Storm Hazard Group held its first meeting.
 - Coastal Erosion/Climate Change Hazard Group held its first meeting.
 - State IHMT held its quarterly meeting.
- August 2013
- State IHMT website launched.
 - The Hazard Group Leads met to discuss integrating climate change into the hazard characterizations.
 - InfoGraphics presented a concept model, 3-year work plan and budget to the RAS-C.
- September 2013
- DLCD developed a new approach to the Risk Assessment section of the Plan that integrates the Hazard Chapters, reducing redundancies and streamlining the update process.
 - The Hazard Groups met and discussed which mitigation actions in the 2012 Oregon NHMP should be retained, removed, changed, or added.

OCTOBER 2013 – SEPTEMBER 2014

- October 2013
- RAS-C members gave unanimous support to the risk assessment concept model and discussed possible funding opportunities.
 - The State IHMT held its quarterly meeting.
 - DLCD presented 2015 risk assessment and hazard characterization update tasks to each Hazard Lead at DOGAMI at one meeting and at a second meeting to other Hazard Leads.
 - DLCD provided its Regional Representatives and OPDR with an informational piece about the update and requested they provide it to their contacts in local jurisdictions and other contacts who may be interested.
- November 2013
- DLCD and Hazard Leads continued work on the risk assessment update.
 - DLCD together with OHA and DOGAMI submitted a grant proposal to NOAA that if awarded would further development of the risk assessment concept model.
 - DLCD continued readying the mitigation actions for prioritization.
- December 2013
- DLCD and Hazard Leads met and scored each mitigation action.
 - IHMT member agency managers were asked to indicate their agencies' level of support for each mitigation action.
 - DOGAMI completed updating statewide hazard maps for coastal erosion, earthquakes, floods, landslides, tsunamis, volcanic hazards, and wildfires.
- January 2014
- Prioritized mitigation actions were posted on the project website for review and comment.
 - The State IHMT held its quarterly meeting.
 - DLCD presented the Oregon NHMP update process at a meeting of the Silver Jackets.

| | |
|----------------|--|
| | <ul style="list-style-type: none"> • DOGAMI completed updating the inventory of state-owned/leased buildings and critical/essential facilities and non-state-owned/leased critical/essential facilities. |
| February 2014 | <ul style="list-style-type: none"> • DLCD continued work on prioritizing and re-organizing mitigation actions and updating the risk assessment. • Work on regional profiles began. |
| March 2014 | <ul style="list-style-type: none"> • DLCD prepared a preliminary draft of the state-level risk assessment for public review. • DLCD prepared revised and prioritized mitigation action spreadsheets for public review. |
| April 2014 | <ul style="list-style-type: none"> • The State IHMT held its quarterly meeting. • A preliminary draft of the State-level risk assessment and prioritized mitigation actions were posted to the project website for public review and comment. A notice to the listserv was sent. |
| July 2014 | <ul style="list-style-type: none"> • The State IHMT held its quarterly meeting. |
| August 2014 | <ul style="list-style-type: none"> • A preliminary draft of the 2015 Oregon NHMP was posted to the project website for public review and comment. |
| September 2014 | |

OCTOBER 2014 – MARCH 2015

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|---------------|--|
| Oct 2014 | |
| November 2014 | |
| December 2014 | |
| January 2015 | |
| February 2015 | |
| March 2015 | |

Maintaining the 2015 Plan

Requirement 44 CFR §201.4(c), Plan content. To be effective the plan must include the following elements:

Requirement 44 CFR §201.4(c)(5)(i-iii), A Plan Maintenance Process that includes: (i) An established method and schedule for monitoring, evaluating, and updating the plan; (ii) A system for monitoring implementation of mitigation measures and project closeouts; and (iii) A system for reviewing progress on achieving goals as well as activities and projects identified in the Mitigation Strategy.

The purpose of this section is to describe procedures for maintaining the Oregon NHMP which involves monitoring progress in achieving mitigation actions and Plan goals as well as monitoring, evaluating and updating the Oregon NHMP itself.

The procedures described within this section are informed by analyses of previous plan maintenance methods and schedules and the state's current and projected capabilities. Because this plan and the state's capabilities are ever-evolving, the systems and processes described herein are subject to change. The information collected and documented through the plan maintenance process will serve as the basis for the next plan update. The process of updating the plan provides the state with an opportunity to review its progress in achieving mitigation goals and chart its course for the next mitigation planning cycle.

Analysis of the 2012 Plan Maintenance Process

The Oregon NHMP was last updated and formally adopted by Governor Kitzhaber on March 5, 2012. As described earlier in this chapter, DLCD first took on responsibility for updating the Plan during 2012 and hired two positions to manage the effort in 2013. The process of transferring responsibility and gearing up to execute consumed the first 14 months of the update cycle. Subsequently and necessarily, all available resources were allocated to the update; therefore, the detailed plan maintenance and monitoring process for the plan and mitigation actions set forth in the 2012 Plan was not able to be followed. FEMA acknowledged this situation through the 2015 Plan update funding negotiation. Nevertheless, a thorough review and evaluation of the entire 2012 Plan was undertaken through the plan update process – including Plan goals and mitigation actions – substituting effectively for the Plan maintenance and monitoring process envisioned in the 2012 Plan. All sections of the 2012 plan were reviewed and revised or deleted. Some new sections were added. The 2012 Plan was also reorganized for 2015. See [Appendix XX](#) for details. Whether mitigation actions were implemented as anticipated is indicated by their status on the mitigation action tables. Whether they are done or not being done and why is indicated in the “Reason for Removal and Comments” column on the “Removed” table.

In 2012, Oregon lost enhanced plan status due to project implementation and program management issues. Much effort has been expended during this update cycle on making the changes necessary to regain enhanced plan status. OEM and the State Hazard Mitigation Officer have been leading the charge, working closely with FEMA and making substantial progress. In anticipation of regaining enhanced plan status, the 2012 Enhanced Plan was also thoroughly reviewed, evaluated, and updated during this cycle.

Monitoring, Evaluating, and Updating the 2015 Plan

Monitoring the 2015 Plan

DLCD, with input and involvement from State IHMT agency representatives will prepare an annual mitigation planning progress report. While it is anticipated that the report will be prepared during the first quarter of the calendar year to be delivered to the State IHMT at its regularly scheduled April meeting, this schedule may be amended as circumstances dictate (e.g., a disaster declaration might require an adjustment). The first annual report for this planning cycle will be prepared in 2016 for 2015. Annual reports will be suspended for the last two years of the planning cycle (2019 report on 2018, and 2020 report on 2019) to conserve scarce resources by avoiding duplication of effort, as the information developed during that period will be part of the plan update.

The annual report will document any declared disaster events that have occurred in the previous year and milestones in plan implementation, including key meetings, participants, decision points, interagency coordination, public outreach efforts, mitigation action status, other mitigation project status, and mitigation success stories. The report will also document progress toward achieving Plan goals by correlating mitigation action status and successes with the goals and other state mitigation-related activities and initiatives. The information in the annual reports will be included in the Plan update.

Further, at a regular quarterly meeting as soon as feasible following a declared disaster event in Oregon, the State IHMT will discuss the event in the context of the Oregon NHMP and provide any necessary direction for updating the Plan. This discussion will be documented and any directed plan revisions will be included in the annual report or Plan update depending on when the disaster event occurred.

Monitoring Mitigation Actions and Project Closeouts

Progress on state mitigation actions, including projects that may not be listed as mitigation actions will be monitored through the annual reporting process. Progress of "Priority" mitigation actions will be noted; completed actions or those that will not be completed will be deleted from the "Priority" list and entered on the "Removed" list with a brief explanation. Progress of "Ongoing" mitigation actions will be noted. Mitigation action monitoring was not pursued as a plan maintenance activity during this update cycle due to its unique circumstances. The work was done as part of the update process.

In addition, OEM systematically monitors the implementation of FEMA-funded mitigation actions and projects for which it is the grantee at both state and local levels using required sub-grantee quarterly reporting; telephone and e-mail communications; and project site visits as required. Successful project implementation requires open communication between the grantee and sub-grantee to ensure schedules, budget, and scope-of-work deliverable requirements are met. Project closeouts are always conducted on site allowing the grantee and sub-grantee to certify completion of the project activity (performance component) and that all eligible expenses have been submitted, reviewed for eligibility and reimbursed (financial component). OEM documents project closeout by summary performance and financial reports making sure the sub-grantee is aware of documentation retention requirements, audit requirements and maintenance schedule (if so required) to ensure the performance of the mitigation over the life of the project. The State Hazard Mitigation Officer is responsible for reporting this information to the State IHMT for projects funded by the Hazard Mitigation Grant, Pre-Disaster Mitigation and Flood Mitigation Assistance programs.

Outside of the traditional FEMA mitigation grant programs, state and local governments identify and oftentimes implement mitigation actions and projects using their own capabilities and resources. At the local level, this may include the development and adoption of local ordinances and regulations that have a hazard mitigation component; mitigation codes and standards as part of ongoing transportation and public works programs; hazard-related components of local comprehensive land use plans; and so forth. While it may not be possible to track and report on every mitigation accomplishment in local mitigation plans, communities will see the positive cumulative impacts of these efforts in reduced disaster losses. The state encourages the seamless integration of mitigation activities into the day-to-day operations of state and local government programs.

Evaluating the 2015 Plan

DLCD will manage and facilitate the plan update process, beginning with review and evaluation of the 2015 Oregon NHMP. The criteria to be used for evaluation of the 2015 Plan are:

- Compliance with FEMA crosswalk requirements.
- Corroboration or invalidation of risk assessment in the context of any disaster events during the update cycle.
- Progress toward completion of mitigation actions.
- Progress toward completion of other mitigation projects.
- Progress toward completion of any other Plan commitments.
- Progress toward achieving Plan goals.

Results of the evaluation will be documented and serve as the basis for updating the Plan.

During the 2015 update process, the State IHMT became aware of substantial differences in the amount and availability of data for certain hazards, as well as availability of technical expertise in some of these areas. During the next update cycle, the State IHMT will also consider prioritizing hazards to address these issues and make optimum use of resources.

Updating the 2015 Plan

DLCD will manage the update of the 2015 Oregon NHMP for 2020. The process will begin in 2018 and will be a strategically targeted update. The plan maintenance process's three annual reports (2016 for 2015, 2017 for 2016, and 2018 for 2017) will inform the strategy and their information will be included in the update. This in itself will lessen, in comparison to the 2015 update, the effort that the 2020 update will require.

One goal of the 2015 update is to produce the Oregon NHMP as a "living document" that staff can update continually during its life, while maintaining a static version for public use. If that goal is achieved and implemented effectively, it will ease even more the labor required for the 2020 update.

DLCD will analyze the state of the 2015 Plan and recommend a targeted scope of work and timeline to the State IHMT for approval, and then the State IHMT-approved scope and timeline to FEMA for approval. At a minimum, the scope of work should include reviewing and updating the mitigation action

tables; reviewing Plan goals; improving the risk assessment with additional information on climate change and cultural and historic resources to the extent that data and other resources are available; and improving the risk assessment with the new methodology to the extent that it can be implemented.

A final draft 2020 Oregon NHMP will be forwarded to FEMA for formal review in October of 2019, with final approval targeted in February 2020.