

Section 4:

Plan Implementation and Maintenance

The Plan Implementation and Maintenance section details the formal process that will ensure that the Marion County multi-jurisdictional Natural Hazards Mitigation Plan remains an active and relevant document. The plan implementation and maintenance process includes a schedule for monitoring and evaluating the plan annually, as well as producing an updated plan every five years.

In addition, this section describes how Marion County and participating jurisdictions will integrate public participation throughout the plan maintenance and implementation process.

Implementing the Plan

The Marion County Natural Hazards Mitigation Plan was developed and will be implemented through a collaborative process. After the Marion County Board of Commissioners adopts the plan via resolution, Marion County Emergency Management will be responsible for submitting it to the State Hazard Mitigation Officer at Oregon Emergency Management (OEM). Oregon Emergency Management will then submit the plan to the Federal Emergency Management Agency (FEMA Region X) for review. This review will address the federal criteria outlined in FEMA Interim Final Rule 44 CFR Part 201. Upon acceptance by FEMA, the county will gain eligibility for the Pre-Disaster Mitigation Grant Program, the Hazard Mitigation Grant Program and Flood Mitigation Assistance program funds. Following county adoption, the participating jurisdictions should adopt their addenda.

Convener

The Marion County Emergency/Safety Manager will serve as the convener for the Marion County Natural Hazards Mitigation Plan. The convener's responsibilities include:

- Coordinating steering committee meeting dates, times, locations, agendas, and member notification;
- Documenting the discussions and outcomes of committee meetings;
- Serving as a communication conduit between the steering committee and the public / stakeholders;
- Identifying emergency management-related funding sources for natural hazards mitigation projects;

- Coordinating plan update processes;
- Submitting future plan updates to Oregon Emergency Management for review; and
- Coordinating local adoption processes.

Coordinating Body

The Marion County steering committee identified the following members to serve as the coordinating body for the Marion County Natural Hazards Mitigation Plan:

- John Vanderzanden, Emergency Manager, Marion County Public Works;
- Krista Rowland, Emergency Management, Marion County Public Works
- Russ Dilley, Marion County Public Works, Parks Maintenance
- Matt Knudsen, Marion County Public Works, Environmental Services
- Jeff Kresner, Emergency Services Director, American Red Cross
- Burnie Pearson, GIS Analyst 2, Marion County Information Technology
- Jon Troesser, Inspector, Building Inspections
- Rick Sherman, Inspector, Building Inspections
- Tom Hogstad, Facilities Management
- Jack Kerscher, Marion Fire Defense Board
- Pam Heilman, Public Health
- Jerilyn Winn, Marion County Public Works, Engineering
- Gary Hays, Safety Commission
- Sam Brentano, Marion County Commissioner
- City representatives:
 - Rick Lewis, Chief of Police, Silverton Police Department
 - Kevin Watson, Assistant to the City Manager, Keizer
 - Dan Brown, Public Works Director, Woodburn
 - Kelly Richardson, City Recorder, Aurora

Coordinating body responsibilities include:

- Attending future plan maintenance and plan update meetings (or designating a representative to serve in your place);

- Serving as the local evaluation committee for funding programs like the Pre-Disaster Mitigation Grant Program, the Hazard Mitigation Grant Program, and the Flood Mitigation Assistance Program;
- Prioritizing and recommending funding for natural hazard risk reduction projects;
- Updating the natural hazards mitigation plan within a five-year plan update schedule;
- Developing and coordinating ad hoc and/or standing subcommittees as needed; and
- Coordinating public involvement activities.

To make coordination and review of the Marion County Natural Hazards Mitigation Plan as broad and useful as possible, the coordinating body will engage additional stakeholders and other relevant hazard mitigation organizations and agencies to implement the identified action items. Specific organizations have been identified as either internal or external partners on the individual action item forms found in Appendix A.

Plan Maintenance

Plan maintenance is a critical component of the natural hazard mitigation plan. Proper maintenance of the plan ensures that this plan will maximize the county's efforts to reduce the risks posed by natural hazards. This section was developed by the Oregon Partnership for Disaster Resilience at the University of Oregon and includes a process to ensure that a regular review and update of the plan occurs. The coordinating body and local staff are responsible for implementing this process, in addition to maintaining and updating the plan through a series of meetings outlined in the maintenance schedule below.

Quarterly Meetings

The coordinating body will meet quarterly to:

- Review existing action items to determine appropriateness for funding. All departments and/or organizations that are responsible for mitigation actions should be invited to attend (in addition to the regular coordinating body;
- Review the risk assessment to identify issues that may not have been identified when the plan was updated; and
- Prioritize potential mitigation projects using the methodology described in the Project Prioritization Process section below.
- Devote one meeting each year to review updates of the risk assessment data and findings, discuss methods of continued public involvement, and document successes and lessons learned based on actions that were accomplished during the past year. During this meeting, the coordinating body will develop a report detailing the progress that has been made on implementing the plan's action items and the work that is still left to do.
- In 2015, complete a full update of the county's natural hazards mitigation plan. Two or more meetings may be needed to complete this task. In addition, the convener may need to assign plan-update tasks to the committee as needed.

The convener will be responsible for documenting the outcome of the quarterly meetings, which will provide narrative description of how the NHMP evolves during plan implementation and maintenance. Typical documentation entails maintaining copies of all meeting materials including agendas, sign-in sheets, handouts, presentations, or minutes taken.

Plan Maintenance Best Practices

Given the challenging economic environment, Marion County like many counties will face challenges implementing the mitigation plan over the next five years. Ten strategies to assist Marion County maintain the NHMP

as an active document were identified based on a review of FEMA's best practices guides, successful mitigation case studies, and interviews with stakeholders from successful NHMP implementation efforts. These best practices include:

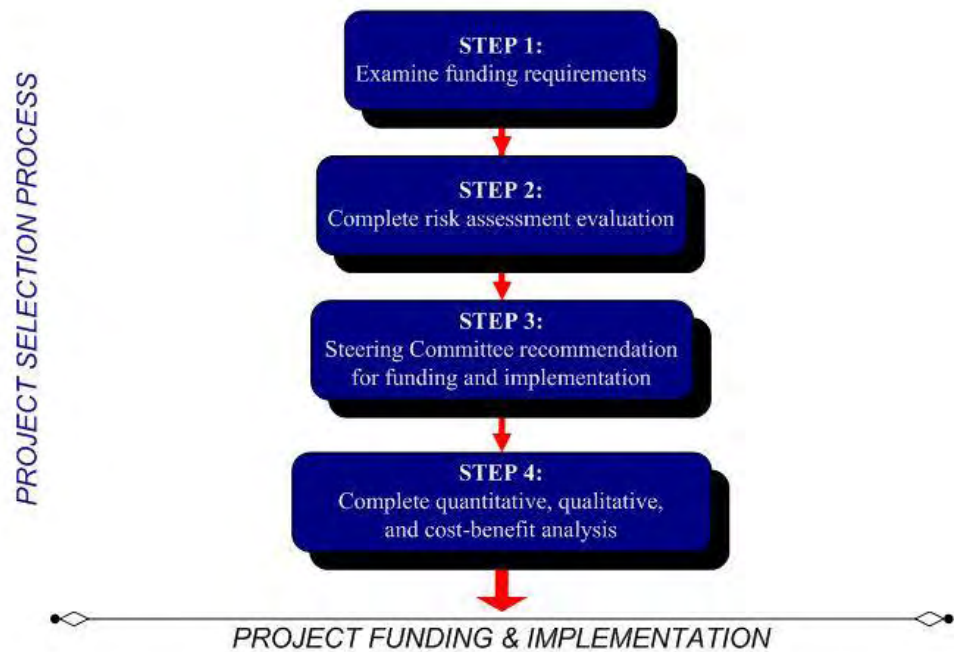
- Confirm and clarify responsibilities for each action item in the plan.
- Hold regular meetings to discuss plan maintenance.
- Develop regular interim reports showing current progress made on action items
- Involve elected officials in the oversight, visibility and budgeting of plan implementation.
- Integrate the NHMP into other local planning documents
- Create a body of hazards mitigation knowledge with a county department.
- Capture, celebrate and promote successfully completed mitigation actions.
- Involve as many parties as possible when implementing mitigation actions to create a sense of shared ownership.
- Revise the plan as new information becomes available.

Project Prioritization Process

The Disaster Mitigation Act of 2000 requires that jurisdictions identify a process for prioritizing potential actions. Potential mitigation activities often come from a variety of sources; therefore the project prioritization process needs to be flexible. Projects may be identified by committee members, local government staff, other planning documents, or the risk assessment. Figure 4.1 illustrates the project development and prioritization process.

Figure 4.1 Project Prioritization Process

Action Item and Project Review Process



Source: Community Service Center's Partnership for Disaster Resilience at the University of Oregon, 2008.

Step 1: Examine funding requirements

The first step in prioritizing the plan's action items is to determine which funding sources are open for application. Several funding sources may be appropriate for the county's proposed mitigation projects. Examples of mitigation funding sources include but are not limited to: FEMA's Pre-Disaster Mitigation competitive grant program (PDM), Flood Mitigation Assistance (FMA) program, Hazard Mitigation Grant Program (HMGP), National Fire Plan (NFP), Community Development Block Grants (CDBG), local general funds, and private foundations, among others. Please see Appendix E Grant Programs for a more comprehensive list of potential grant programs.

Because grant programs open and close on differing schedules, the coordinating body will examine upcoming funding streams' requirements to determine which mitigation activities would be eligible. The coordinating body may consult with the funding entity, Oregon Emergency Management, or other appropriate state or regional organizations about project eligibility requirements. This examination of funding sources and requirements will happen during the coordinating body's semi-annual plan maintenance meetings.

Step 2: Complete risk assessment evaluation

The second step in prioritizing the plan's action items is to examine which hazards the selected actions are associated with and where these hazards rank in terms of community risk. The coordinating body will determine whether or not the plan's risk assessment supports the implementation of eligible mitigation activities. This determination will be based on the location of the potential activities, their proximity to known hazard areas, and whether community assets are at risk. The coordinating body will additionally consider whether the selected actions mitigate hazards that are likely to occur in the future, or are likely to result in severe / catastrophic damages.

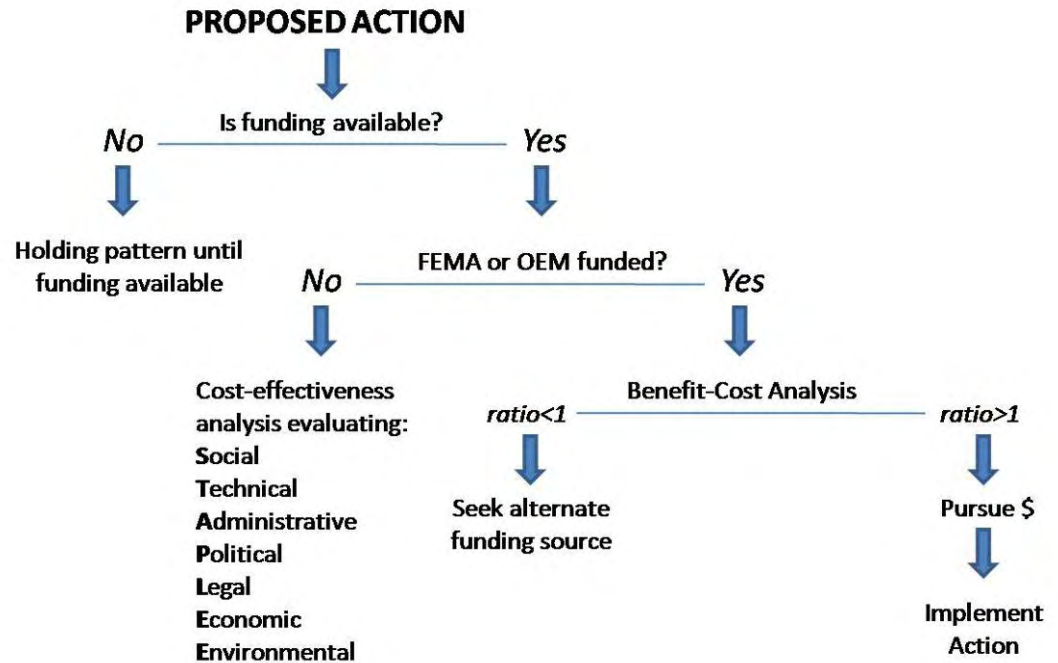
Step 3: Coordinating body recommendation

Based on the steps above, the coordinating body will recommend which mitigation activities should be moved forward. If the coordinating body decides to move forward with an action, the coordinating organization designated on the action item form will be responsible for taking further action and, if applicable, documenting success upon project completion. The coordinating body will convene a meeting to review the issues surrounding grant applications and to share knowledge and/or resources. This process will afford greater coordination and less competition for limited funds.

Step 4: Complete quantitative and qualitative assessment, and economic analysis

The fourth step is to identify the costs and benefits associated with the selected natural hazard mitigation strategies, measures or projects. Two categories of analysis that are used in this step are: (1) benefit/cost analysis, and (2) cost-effectiveness analysis. Conducting benefit/cost analysis for a mitigation activity assists in determining whether a project is worth undertaking now, in order to avoid disaster-related damages later. Cost-effectiveness analysis evaluates how best to spend a given amount of money to achieve a specific goal. Determining the economic feasibility of mitigating natural hazards provides decision makers with an understanding of the potential benefits and costs of an activity, as well as a basis upon which to compare alternative projects. Figure 4.2 shows decision criteria for selecting the appropriate method of analysis.

Figure 4.2 Benefit Cost Decision Criteria



Source: Community Service Center’s Partnership for Disaster Resilience at the University of Oregon, 2010.

If the activity requires federal funding for a structural project, the coordinating body will use a Federal Emergency Management Agency-approved cost-benefit analysis tool to evaluate the appropriateness of the activity. A project must have a benefit/cost ratio of greater than one to be eligible for FEMA grant funding.

For non-federally funded or nonstructural projects, a qualitative assessment will be completed to determine the project’s cost effectiveness. The committee will use a multivariable assessment technique called STAPLE/E to prioritize these actions. STAPLE/E stands for Social, Technical, Administrative, Political, Legal, Economic, and Environmental. Assessing projects based upon these seven variables can help define a project’s qualitative cost effectiveness. The STAPLE/E technique has been tailored for use in natural hazard action item prioritization by the Oregon Partnership for Disaster Resilience at the University of Oregon’s Community Service Center. See Appendix C for a description of the STAPLE/E evaluation methodology.

Continued Public Involvement

Marion County is dedicated to directly involving the public in the continual reviewing and updating of the natural hazards mitigation plan. Although members of the coordinating body represent the general public to some extent, the public will also have the opportunity to provide feedback about the plan.

A copy of the plan will be made available to the public at the offices of Marion County Emergency Management. In addition, access to the plan and notices of all updates and changes will be maintained on the Marion County Public Works Department website. The website will also provide the public with an e-mail address and phone number so that they may submit comments and questions about the plan. In addition, press releases will be made of the plan's implementation successes.

A meeting will be held for each annual evaluation when deemed necessary by the Marion County Emergency/Safety Manager. The meetings will provide a public forum for expressing concerns, opinions or ideas about the plan. The Emergency Management Division of the Marion County Public Works Department will be responsible for publicizing public meetings and maintaining public involvement. Whenever possible, all public meetings will be held in the county library or another easily accessible public building.

Longer term and on-going public involvement strategies will include publishing brochures about the planning process and plan successes for public events, and creating an interactive online database of natural hazards. This will include an easy to navigate list of the location, extent and impacts of every past natural hazard in the county, and possibly a parcel-level interactive map with hazards information.

Five-Year Review of Plan

This plan will be updated every five years in accordance with the update schedule outlined in the Disaster Mitigation Act of 2000. The Marion County Natural Hazards Mitigation Plan is due to be updated in the fall/winter of 2015 with approval in early spring (by the final FEMA approval date). The convener will be responsible for organizing the coordinating body to address plan update needs. The coordinating body will be responsible for updating any deficiencies found in the plan, and for ultimately meeting the Disaster Mitigation Act of 2000's plan update requirements.

The following 'toolkit' can assist the convener in determining which plan update activities can be discussed during regularly-schedule plan maintenance meetings, and which activities require additional meeting time and/or the formation of sub-committees.

Mitigation Plan Update Toolkit

<i>Question</i>	<i>Yes</i>	<i>No</i>	<i>Plan Update Action</i>
Is the planning process description still relevant?			Modify this section to include a description of the plan update process. Document how the planning team reviewed and analyzed each section of the plan, and whether each section was revised as part of the update process. (This toolkit will help you do that).
Do you have a public involvement strategy for the plan update process?			Decide how the public will be involved in the plan update process. Allow the public an opportunity to comment on the plan process and prior to plan approval.
Have public involvement activities taken place since the plan was adopted?			Document activities in the "planning process" section of the plan update
Are there new hazards that should be addressed?			Add new hazards to the risk assessment section
Have there been hazard events in the community since the plan was adopted?			Document hazard history in the risk assessment section
Have new studies or previous events identified changes in any hazard's location or extent?			Document changes in location and extent in the risk assessment section
Has vulnerability to any hazard changed?			Document changes in vulnerability in the risk assessment section
<i>Have development patterns changed? Is there more development in hazard prone areas?</i>			
<i>Do future annexations include hazard prone areas?</i>			
<i>Are there new high risk populations?</i>			
<i>Are there completed mitigation actions that have decreased overall vulnerability?</i>			

Mitigation Plan Update Toolkit

<i>Question</i>	<i>Yes</i>	<i>No</i>	<i>Plan Update Action</i>
Did the plan document and/or address National Flood Insurance Program repetitive flood loss properties?			Document any changes to flood loss property status
Did the plan identify the number and type of existing and future buildings, infrastructure, and critical facilities in hazards areas?			1) Update existing data in risk assessment section or 2) determine whether adequate data exists. If so, add information to plan. If not, describe why this could not be done at the time of the plan update
Did the plan identify data limitations?			If yes, the plan update must address them: either state how deficiencies were overcome or why they couldn't be addressed
Did the plan identify potential dollar losses for vulnerable structures?			1) Update existing data in risk assessment section or 2) determine whether adequate data exists. If so, add information to plan. If not, describe why this could not be done at the time of the plan update
Are the plan goals still relevant?			Document any updates in the plan goal section
What is the status of each mitigation action?			Document whether each action is completed or pending. For those that remain pending explain why. For completed actions, provide a 'success' story.
Are there new actions that should be added?			Add new actions to the plan. Make sure that the mitigation plan includes actions that reduce the effects of hazards on both new and existing buildings.
Is there an action dealing with continued compliance with the National Flood Insurance Program?			If not, add this action to meet minimum NFIP planning requirements
Are changes to the action item prioritization, implementation, and/or administration processes needed?			Document these changes in the plan implementation and maintenance section
Do you need to make any changes to the plan maintenance schedule?			Document these changes in the plan implementation and maintenance section
Is mitigation being implemented through existing planning mechanisms (such as comprehensive plans, or capital improvement plans)?			If the community has not made progress on process of implementing mitigation into existing mechanisms, further refine the process and document in the plan.

