

## EXHIBIT A:

# Natural Hazards Mitigation Plan (NHMP) Update for the City of Salem, Oregon

## Scope of Work

### PROJECT DESCRIPTION

The purpose of this Scope of Work (SOW) is to review and update the City of Salem, Oregon's NHMP such that it is adopted by the City of Salem (CITY) and ultimately approved by the Federal Emergency Management Agency (FEMA).

The Oregon Department of Land Conservation and Development (DLCD) and CITY will lead the NHMP update process in partnership. DLCD and CITY will participate and execute responsibilities and tasks as set forth in this SOW.

*This project is funded by a FEMA Hazard Mitigation Grant Program (HMGP) mitigation planning grant. This grant must culminate in an NHMP that is adopted by CITY and approved by FEMA. Therefore, CITY agrees not only to consider but also to adopt the NHMP that FEMA has agreed to approve.*

The planning process will be open and transparent. All meetings will be duly advertised and open to the public. Each Steering Committee (SC) agenda will include time for public input.

### PHASE 1: ORGANIZE

#### Purpose

The purpose of Phase 1 is to organize and develop content for project initiation.

#### Task 1: Prepare a Draft Intergovernmental Agreement (IGA)

The purpose of the IGA is to formalize a working relationship between DLCD and CITY to execute an update of the City of Salem NHMP; ensure that CITY adopts and obtains FEMA approval of the updated NHMP; and ensure that CITY provides cost share and documents its cost share contribution as required.

#### DELIVERABLES

DLCD 1. Draft IGA for review by CITY

Target Date: June 2022

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### Task 2: Prepare a Draft Scope of Work (SOW)

DLCD will draft a SOW intended to produce an NHMP meeting the requirements of the Code of Federal Regulations, Title 44, Part 201.6 (44 CFR 201.6) and therefore approvable by FEMA.

#### DELIVERABLES

DLCD 1. Draft SOW

Target Date: June 2022

### Task 3: Develop a Project Schedule

DLCD will develop a project schedule setting target dates for SC meetings, public engagement opportunities, public review and comment periods, state and federal review processes, and local adoption proceedings.

A minimum of two opportunities for the public to comment will be included, one to review the Draft Risk Assessment and one to review at least the Draft Mitigation Strategy and Plan Maintenance Process, and as circumstances warrant potentially the entire Draft NHMP. Both opportunities will be offered prior to finalizing the plan for approval by the City Council. While only these two opportunities are required, providing as many opportunities as possible is encouraged, as greater public participation benefits the community and strengthens the NHMP.

“The public” is understood to include – but not be limited to – citizens and residents, neighboring communities, local and regional agencies involved in hazard mitigation activities; agencies that have the authority to regulate development, businesses, academia, and other private and non-profit interests.

#### DELIVERABLES

DLCD 1. Draft Project Schedule

Target Date: June 2022

### Task 4: Coordinate with CITY

The following tasks will be accomplished collaboratively by DLCD and CITY for review and agreement by the SC at its organizational meeting (Task 6).

Meet remotely or in person with CITY and:

- A. Discuss the Intergovernmental Agreement.
- B. Discuss the Scope of Work and revise as necessary or appropriate.
- C. Discuss the current NHMP’s strengths and opportunities for improvement and recommend a strategy for addressing them.
- D. Determine the scope of the update.
- E. Discuss the Draft Project Schedule (Task 3, Deliverable 1) and revise as necessary or appropriate;

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- F. Discuss *Table 1: Allocation of Basic Responsibilities and Tasks* and revise as necessary or appropriate. These basic responsibilities and tasks will be performed throughout the duration of the project in addition to other others described and deliverables assigned in Tasks 1 through 16.
- G. Determine the method for and roles of DLCD and CITY in inviting special districts, tribes, and other stakeholders to participate in the planning process.
- H. Designate SC members and alternates. **SC members and alternates must have or have been delegated authority to make decisions and act on behalf of their jurisdiction, departments, or organizations for the purposes of this project.**
- I. Draft a list of stakeholders, technical advisors, and other interested parties.
  - a. The list must include at a minimum representatives of the following sectors: (a) Emergency Management; (b) Economic Development; (c) Land Use and Development; (d) Housing; (e) Health and Social Services; (f) Infrastructure (including transportation and other community lifelines); and (g) Natural and Cultural Resources.
    - i. Community lifelines include: (a) Safety and Security; (b) Food, Water, and Shelter; (c) Health and Medical; (d) Energy; (e) Communications; (f) Transportation; and (g) Hazardous Material.
  - b. Local dam owners and/or the Oregon Dam Safety Program.
  - c. Representatives of each of the following must be invited to participate in the planning process: (a) Local and regional agencies involved in hazard mitigation activities; (b) Agencies that have the authority to regulate development; (c) Neighboring communities; (d) Representatives of businesses, academia, and other private organizations; (e) Representatives of non-profit organizations, including community-based organizations, that work directly with and/or provide support to underserved communities and socially vulnerable populations, among others.

Determine how to engage them in the planning process (e.g., Steering Committee, Technical Advisory Committee, one-to-one discussions, focus groups, etc.) and the roles of DLCD and CITY in inviting their participation. Identify and employ methods to overcome barriers and support meaningful engagement for all.
- J. Prepare a draft Public Engagement Program for SC discussion and finalization.
- K. Develop a Communication Protocol to ensure clear and effective communication.

Table 1: ALLOCATION of BASIC RESPONSIBILITIES and TASKS

Responsibility/Task	DLCD	CITY
<b>Steering and Technical Advisory Committee Meetings</b>		
• Prepare and distribute agenda 7-10 days prior to meetings via email. If a SC or TAC member does not have access to email, CITY will ensure the member receives a hard copy 5 days prior to meetings.	X	Assist
• Prepare handouts. If appropriate, distribute handouts 7-10 days prior to meetings via email. If a SC or TAC member does not have access to email, CITY will ensure the member receives a hard copy 5 days prior to meetings.	X	Assist
• Provide language for public notice of meetings if requested.	X	
• Lead and facilitate meetings.	X	Assist
• Prepare and distribute meeting notes.	X	

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Responsibility/Task	DLCD	CITY
• Engage with local internal and external stakeholders about the project and bring their input back to the committee discussions.		X
<b>Public Engagement Program</b>		
• Execute Public Engagement Program.	Assist	X
• Lead public engagement meetings and events.	Assist	X
• Facilitate public engagement meetings and events.	X	Assist
• Provide public notice of meetings and events through a variety of means.	Assist	X
• Shepherd NHMP through Planning Commission, Board and Council work sessions and adoption process.	Assist	X
<b>Plan Development</b>		
• Gather hazard and vulnerability data, existing plans, studies, reports, and technical information.	X	X
• Provide information on climate change and its influence on hazards.	X	
• Provide GIS services.		X
• Provide assessor data.		X
• Provide other data and information.		X
• Analyze data.	X	Assist
• Write plan sections.	X	Assist
• Review plan sections.	X	X
• Edit plan sections.	X	Assist
• Finalize plan.	X	
<b>Administrative Functions</b>		
• Publish notice of meetings and events 7-10 days prior to date of occurrence.		X
• Print agenda, sign-in sheet and handouts for meetings. DLCD will print color and 11x17 handouts only if the CITY does not have capability and no commercial printer with capability is reasonably available.	Assist	X
• Develop and maintain during the update and after completion an interactive project web page and link to that page on the CITY's home page.		X
• Establish and maintain a listserv, email service, or dedicated email address accessible on the project web page for communication with the public (e.g., distribute news, receive comments).		X
• Track and accurately report cost-share in the required format at least quarterly by the deadline set by DLCD.		X
• Document the planning process by keeping copies of all agendas, sign-in sheets, notices, publications, web page updates, etc. for inclusion in the updated NHMP.	X	X
• Monitor and adjust project schedule.	X	Assist
• Handle logistics (space reservations, supplies, copies, audio/visual equipment, etc.) for Steering Committee meetings, public engagement meetings and events, etc.		X

## DELIVERABLES

DLCD 1. Meeting notes memorializing decisions of Task 4

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2. Revised Draft Scope of Work
3. Revised NHMP Review and Strategy Memo
4. Revised Project Schedule
5. Revised Table 1: *ALLOCATION of BASIC RESPONSIBILITIES and TASKS*
7. Draft Communication Protocol
8. Cost Share Documentation Forms and Instructions

- CITY
1. Draft Steering Committee Roster
  2. Initial Draft Stakeholder Roster
  3. Draft Public Engagement Program

Target Date: June-July 2022

### Task 5 Invite and Confirm Participants

In accordance with the method and roles determined in Task 4, invite special districts, tribes, and other stakeholders to participate. Appoint SC members and alternates. **Each member will serve as their department's, district's, tribe's, or organization's official contact for the project.** Confirm responses.

#### DELIVERABLES

- CITY
1. Final Roster of Steering Committee members and alternates
  2. Second Draft Stakeholder or TAC Roster

Target Date: June-July 2022

### Task 6 Hold Organizational SC Meeting

The purpose of this meeting is to finalize preparations for updating the NHMP during Phase 2. DLCD and CITY will explain the project background, purpose, and requirements and will discuss with the SC the project participant roles, responsibilities, and expectations.

DLCD and CITY will lead the SC through discussion of the deliverables of Tasks 4 and 5 and note any revisions.

**The SC will review the IGA and SOW and establish a date by which CITY will sign.**

**CITY will identify a person responsible for cost share tracking and reporting.**

**CITY will identify a person responsible for developing and maintaining an up-to-date project website.**

#### DELIVERABLES

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- DLCD
1. Final Scope of Work
  2. Final Project Schedule
  3. Final SC Roster
  4. Final Stakeholder Roster
  5. Final Table 1, Allocation of Basic Responsibilities and Tasks
  6. Final Communication Protocol
  7. Final Public Engagement Plan
  8. Cost Share Documentation Forms and Instructions

Target Date: July 2022

- SC
1. Person responsible for cost share tracking and reporting
  2. Person responsible for developing and maintaining and up-to-date project website
  3. Signed IGA

Target Date: July 2022

## PHASE 2: UPDATE THE CITY OF SALEM NHMP

### Purpose

The purpose of Phase 2 is to update the current City of Salem NHMP such that it meets the requirements of 44 CFR 201.6 and is therefore approvable by FEMA.

### Task 7 Review and Update the Risk Assessment

DLCD will lead the SC in reviewing and updating the risk assessment. The updated risk assessment will, to the extent data is available:

- A. Describe the type, location, and extent (intensity) of each of the natural hazards to which it is subject and how they may be influenced by climate change. High Hazard Potential Dams (HHPDs) must be included and treated as a natural hazard. Information shared by the Oregon Dam Safety Program and/or local dam owners must be described. If there is no risk to the CITY from HHPDs, a statement explaining the lack of risk must be included.
- B. Identify previous occurrences of each hazard with an emphasis on significant events. At a minimum, this includes any state and federal major disaster declarations for the planning area since the last update.

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- C. Assess probability of future occurrence of each hazard, including the effects of future conditions, including climate change, on the type, location and range of anticipated intensities of identified hazards.
- D. Describe the geographic (political and physical), social, economic, cultural and historic characteristics, land use, and development trends.
- E. Describe changes in development that have occurred in hazard-prone areas and how they have increased or decreased vulnerability since approval of the previous plan. “Changes in development” means recent development, potential development, or conditions that may affect the risks and vulnerabilities of the jurisdictions, or shifts in the needs of underserved communities or gaps in social equity. It may also include changes in local policies, standards, codes, regulations, land use regulations and other conditions.
- F. Identify estimated numbers and types of NFIP-insured structures that have sustained repetitive flood damages.
- G. Assess and describe the potential impacts on the CITY and identified assets including the effects of climate change, changes in population patterns, and changes in land use and development. Assess potential dollar losses to buildings, repetitive flood loss structures, infrastructure, and critical facilities from each hazard.
- H. Assess vulnerability to each hazard. Describe the current and future assets (people, structures, systems, natural resources, cultural resources, historic resources, and activities that have value to the community), and others defined by the CITY within identified hazard-prone locations that are at risk from the impacts of the identified hazards.
- I. To the extent reasonable based on limitations of data and analysis, present findings and indicate mitigation priorities.

### DELIVERABLES

- |      |   |
|------|---|
| SC   | 1. Plans, studies, reports, technical data and information available for review and potential incorporation into the risk assessment  |
| DLCD | 1. Estimated numbers and types of NFIP-insured structures in each jurisdiction including those having sustained repetitive losses and severe repetitive losses. If necessary, provide Routine Use Letter (Use O) to FEMA Region X to obtain additional information. |
|      | 2. Coordinate and conduct group or individual meetings with special districts and tribes, if needed.  |

Target Date: August – December 2022

- |      |                                      |
|------|--------------------------------------|
| CITY | 1. Coordinate up to two SC meetings. |
|------|--------------------------------------|

Target Dates: August – December 2022

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DLCD 1. Initial Draft Risk Assessment for SC and public review

Target Date: December 2022

### Task 8 Public Review of Risk Assessment

DLCD will assist CITY in developing and executing at least one opportunity for the public to comment on the Draft Risk Assessment. “The public” is understood to include – but not be limited to – citizens and residents, neighboring communities, local and regional agencies involved in hazard mitigation activities; agencies that have the authority to regulate development, businesses, academia, and other private and non-profit interests.

#### DELIVERABLES

SC 1. At least one opportunity for public comment completed.

Target Date(s): January 2023

DLCD 1. Draft comment matrix containing public comments and draft responses for SC review

Target Date: January 2023

DLCD 1. Final comment and response matrix  
2. Second Draft Risk Assessment incorporating public comments and final comments and response matrix

Target Date: January – February 2023

### Task 9 Review and Update the Mitigation Strategy

DLCD will lead the SC in reviewing and updating the mitigation strategy. The mitigation strategy is the blueprint for reducing the potential losses and vulnerabilities identified through the risk assessment. The mitigation strategy sets mitigation goals; establishes and prioritizes mitigation actions; establishes an implementation strategy for accomplishing each action; analyzes the capabilities of CITY for carrying out its mitigation actions; and describes a process for integrating the content of the NHMP into other planning mechanisms. The Mitigation Strategy will:

- A. Establish mitigation goals consistent with the hazards identified in the risk assessment that explain what is to be achieved by implementing the mitigation strategy.
- B. Assess each jurisdiction’s mitigation capabilities. This must include a discussion of the existing building codes and land use and development ordinances or regulations and a description of the CITY’s ability to expand on and improve its capabilities. The capability assessment provides a rationale for which mitigation projects can be undertaken.
- C. Describe and include required evidence of CITY’s participation in the NFIP and continued compliance with its requirements. Discuss CRS activities and issues raised during community assistance and monitoring activities.



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- D. Document status (complete, ongoing, no longer relevant, included in updated plan) of mitigation actions in the current NHMP highlighting mitigation progress and successes.
- E. Identify and discuss any changes in mitigation priorities.
- F. Analyze a comprehensive range of potential mitigation actions that specifically address the vulnerabilities and impacts identified in the risk assessment. Revise and add new mitigation actions reflecting any changes in mitigation priorities and emphasizing new and existing buildings and infrastructure. Consider mitigation actions that benefit underserved communities and socially vulnerable populations. Mitigation actions must be clearly linked to the vulnerabilities and impacts identified in the risk assessment.
- G. Prioritize mitigation actions. Prioritization will include a general, qualitative cost/benefit assessment for mitigation projects.
- H. Establish an implementation strategy (responsible party, potential funding sources, expected time frames) for each mitigation action.

### Deliverables

- |    |  |
|----|--|
| SC | <ul style="list-style-type: none"><li>1. Information about participation in and continued compliance with NFIP</li><li>2. Information for and participation in capability assessment</li><li>3. Information about planning mechanisms and timeline for integration</li></ul> |
|----|--|

Target Date: January 2023

- |      |  |
|------|--|
| CITY | <ul style="list-style-type: none"><li>1. Coordinate up to three SC meetings for Tasks 9 and 10 together.</li></ul> |
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Target Dates: January - March 2023

- |      |   |
|------|---|
| DLCD | <ul style="list-style-type: none"><li>1. Initial Draft Mitigation Strategy for SC and public review</li></ul> |
|------|---|

Target Dates: March 2023

### Task 10 [Review and Update the Plan Maintenance Process](#)

DLCD will assist CITY in reviewing the plan maintenance process and revising it as necessary. For each jurisdiction, the Plan Maintenance Process will:

- A. Describe the method and schedule for monitoring (tracking mitigation actions), evaluating (assessing effectiveness of achieving the stated purpose), and updating (reviewing and revising the plan) the mitigation plan within a five-year cycle. Identify how, when and by whom the plan will be monitored, evaluated, and updated.
- B. Describe how the jurisdictions will continue public participation during the plan maintenance process.

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- C. Describe the CITY's process for integrating the plan's data information and hazard mitigation goals and actions into other planning mechanisms. Identify the planning mechanisms in accordance with the capability assessment.
- D. When updating the plan, explain how the CITY has integrated information from the NHMP into other planning mechanisms.
- E. Describe how the plan was revised due to changes in priorities.

### DELIVERABLES

- |      |  |
|------|--|
| DLCD | 1. Initial Draft Plan Maintenance Process for SC review                              |
|      | 2. Second Draft Plan Maintenance Process incorporating SC comments for public review |

Target Date(s): January – March 2023

### Task 11      Public Review of Mitigation Strategy and Plan Maintenance Process

DLCD will assist CITY in developing and executing at least one opportunity for the public to comment on at minimum the Draft Mitigation Strategy and Plan Maintenance Process, and as circumstances warrant potentially the entire Draft NHMP. Therefore, this task may occur at this point in the process or later, but not later than between Tasks 13 and 14.

“The public” is understood to include – but not be limited to – citizens and residents, neighboring communities, local and regional agencies involved in hazard mitigation activities; agencies that have the authority to regulate development, businesses, academia, and other private and non-profit interests.

### DELIVERABLES

- |    |   |
|----|---|
| SC | 1. At least one opportunity for public comment completed. |
|----|---|

Target Date(s): April 2023

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|------|--|
| DLCD | 1. Draft comment matrix containing public comments and draft responses for SC review |
|------|--|

Target Date: April 2023

- |      |   |
|------|---|
| DLCD | 1. Final comment and response matrix incorporating SC comments  |
|      | 2. Second Draft Mitigation Strategy and Plan Maintenance Process incorporating public comments and final comments and response matrix |

Target Date: April - May 2023

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### Task 12 Document the Planning Process

DLCD will assist CITY in documenting the planning process. Copies of agendas, sign-in sheets, notices, publications, web page updates, etc. will be included in the updated NHMP. The Planning Process chapter will:

- A. Describe how the plan was prepared, who was included and how they participated, how the public was involved, and the opportunity for all entities listed in Task 4, Item I to be involved in the planning process.
- B. Describe opportunities for public comment during drafting and prior to plan approval and how public feedback was included throughout the planning process.
- C. Describe how plans, studies, reports, technical data and information were incorporated (referenced or included). NFIP regulatory flood mapping products must be incorporated.
- D. Include documentation of the planning process.

#### DELIVERABLES

- |      |   |
|------|---|
| SC   | 1. Provide copies of web page updates, notices, publications, etc.        |
| DLCD | 1. Initial Draft Planning Process chapter and documentation for SC review |
|      | 2. Second Draft Planning Process chapter incorporating SC comments        |

Target Date(s): June 2022 – December 2023

### Task 13 Review and Update Remaining Chapters

DLCD will assist the SC in reviewing and updating any remaining chapters or sections of the current NHMP and deciding if there is anything more that needs to be drafted. These may include an Executive Summary, Introduction, lists of tables and figures, glossary, list of acronyms, appendices, etc.

#### DELIVERABLES

- |      |   |
|------|---|
| DLCD | 1. Initial draft of remaining chapters or sections for SC review            |
|      | 2. Second draft of remaining chapters or sections incorporating SC comments |

Target Date(s): May 2023

### Task 14 Finalize Draft NHMP for State and Federal Review

DLCD will edit the entire document and add a cover, title page, acknowledgements, page numbers, FEMA funding credit, etc. to finalize the draft NHMP for the review and approval process. Pages will be reserved to insert documentation of the approval process: FEMA's "Approvable Pending Adoption" letter; evidence of adoption by each jurisdiction; FEMA's final approval letters; and FEMA's final Local Mitigation Plan Review Tool.

#### DELIVERABLES

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DLCD 1. Finalized Draft NHMP

Target Date: May 2023

### PHASE 3: REVIEW AND APPROVAL PROCESS

#### Purpose

The purpose of Phase 3 is to ensure that all the necessary steps toward final FEMA approval are taken; the CITY adopts the updated NHMP without substantive changes; and FEMA approves the adopted NHMP.

*This project is funded by a FEMA Hazard Mitigation Grant Program (HMGP) mitigation planning grant. This grant must culminate in an NHMP that is adopted by JURISDICTIONS and approved by FEMA. Therefore, JURISDICTIONS agree not only to consider but also to adopt the NHMP that FEMA has agreed to approve.*

*If a jurisdiction requires a substantive change through its adoption process, the approval process will be restarted.*

#### Task 15 Submit Draft NHMP for State and Federal Review

On behalf of CITY, DLCD will submit the Draft City of Salem NHMP to the Oregon Office of Emergency Management (OEM) for review. OEM will review the draft NHMP and when it is FEMA-approvable will submit it to FEMA for formal review. DLCD, and CITY will make any necessary revisions with review by the SC and public as appropriate until FEMA issues its APA letter.

#### DELIVERABLES

- DLCD 1. Submit finalized Draft NHMP with completed Local Mitigation Plan Review Tool to OEM.
2. Make any required changes in consultation with SC and resubmit until OEM and FEMA are satisfied that the draft NHMP is approvable as evidenced by receipt of FEMA's APA letter.

Target Date:	Submittal to OEM:	June 2023
	Required Changes Completed:	August 2023
	FEMA Review Completed:	October 2023
	APA Received:	October 2023

#### Task 16 Adopt Final Draft NHMP

CITY will arrange for the FEMA-approvable Final Draft City of Salem NHMP to be considered for adoption by the City Council. Following adoption, CITY will submit the evidence of adoption

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(generally a signed resolution) to DLCD. DLCD will then submit the resolution to FEMA through OEM for final approval.

### DELIVERABLES

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|------|--|
| SC   | 1. Provide evidence of adoption to DLCD.                                 |
| DLCD | 1. Submit evidence of adoption to OEM.                                   |
|      | 2. Insert approval process documents into plan.                          |
|      | 3. Record effective date on cover.                                       |
|      | 4. Distribute FEMA-approved, finalized City of Salem NHMP to SC members. |

Target Date:	Adoption Completed; Evidence to DLCD:	November 2023
	DLCD Submit Evidence to OEM:	November 2023
	FEMA Final Approval Received:	December 2023
	Final Distribution:	December 2023

### BUDGET

No funds will be exchanged. DLCD will use HMGP-DR-4562 grant funds and state funds to execute its tasks. CITY will use its own funds to execute its responsibilities and tasks.

### COST SHARE

PDM grants require a 25% cost share. CITY commits to providing cash, in-kind, or a combination of both as its portion of the required 25% cost share. **Federal funds are not allowable as cost share.** CITY will report cost share and provide documentation as required to DLCD on at least a quarterly basis. CITY will provide a minimum cost share of \$15,000.