

# 4

## State Recovery Functions

### 4.1 Purpose

SRFs are the state's organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, SRFs group the state's capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with statewide impacts SRFs may become the primary means of organizing the state's actions until intermediate recovery is well underway. SRFs are organized to correspond to federal RSFs as described in the NDRF, in order to facilitate and accelerate communication, whole community coordination, and delivery of resources.

### 4.2 Concepts

#### 4.2.1 Readiness

Maintaining SRFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. SRFs can be activated in preparation for, but usually during or following, a large-scale disaster. They are activated and demobilized at the discretion of the SDRC, who will often be appointed while the State ECC is still activated and managing the response phase of the event. When the SDRC demobilizes an SRF, it reverts to the readiness state.

During the readiness state, SRFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each SRF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed.

The readiness state may also include ongoing support to mitigation and resilience efforts statewide, as well as technical support for recovery in localized disasters without requiring special activation. This support may be organized through the SRF by the coordinating agency or team without requiring activation of the SRF.

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### 4.2.2 Activation

The SDRC activates SRFs as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies.

During disaster response and short-term recovery, the state's response is organized by ESFs, as described in the *State EOP*. The transition of recovery actions from ESFs to SRFs is coordinated by the SCO and the SDRC. During transition, there may be an overlap where both an ESF and the associated SRF are active. See Figure 4-1 for a graphic illustration of the transition of ESFs to their respective SRFs.

The SDRC works with the coordinating agency or team for each SRF to define intermediate- and long-term objectives for each SRF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. These objectives will be documented in the *State Recovery Action Plan* (SRAP). The SDRC will also work with each activated SRF to develop a State Recovery Support Strategy (SRSS) which guides state support to local/tribal governments. The SRSS becomes one component of the overall SRAP. The SDRC de-activates each SRF once their objectives have been substantially met. SRFs may remain activate until recovery is complete.

Upon activation of an SRF, the SDRC may seek resources to further the capabilities of SRFs from the GDC as appropriate. When activated, primary and supporting agency resources dedicated to the SRF are considered to be under the authority of the coordinating agency or designated coordinating team in order to facilitate coordinated actions. Conflicts of authority between agencies under an activated SRF are resolved by the SDRC, who may request the intervention of the Governor or GDC.

### 4.2.3 Coordination

Overall coordination of the SRFs is a responsibility of the SDRC. Within each SRF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an SRF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

#### 4.2.3.1 State Disaster Recovery Coordinator

As soon as an SDRC is designated, he or she has authority over all of the SRFs, activating and demobilizing them as necessary.

- The SDRC receives requests for assistance from local and tribal recovery organizations as well as from the ERC or zones.
- The SDRC uses the SRFs to organize state agency action and ensure that requests for assistance from recovering communities are met,

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following directives established by the Policy Group and using available resources.

- The SDRC helps direct resources appropriated by the Legislative Assembly or otherwise made available by the Governor or GDC to state agencies in support of SRF actions.
- For requests that cannot be fulfilled with state resources or that require further assistance, the SDRC will coordinate with the FDRC and the appropriate SRF and RSF coordinating agencies.
- The SDRC directs development of the SRAP with activated SRFs.

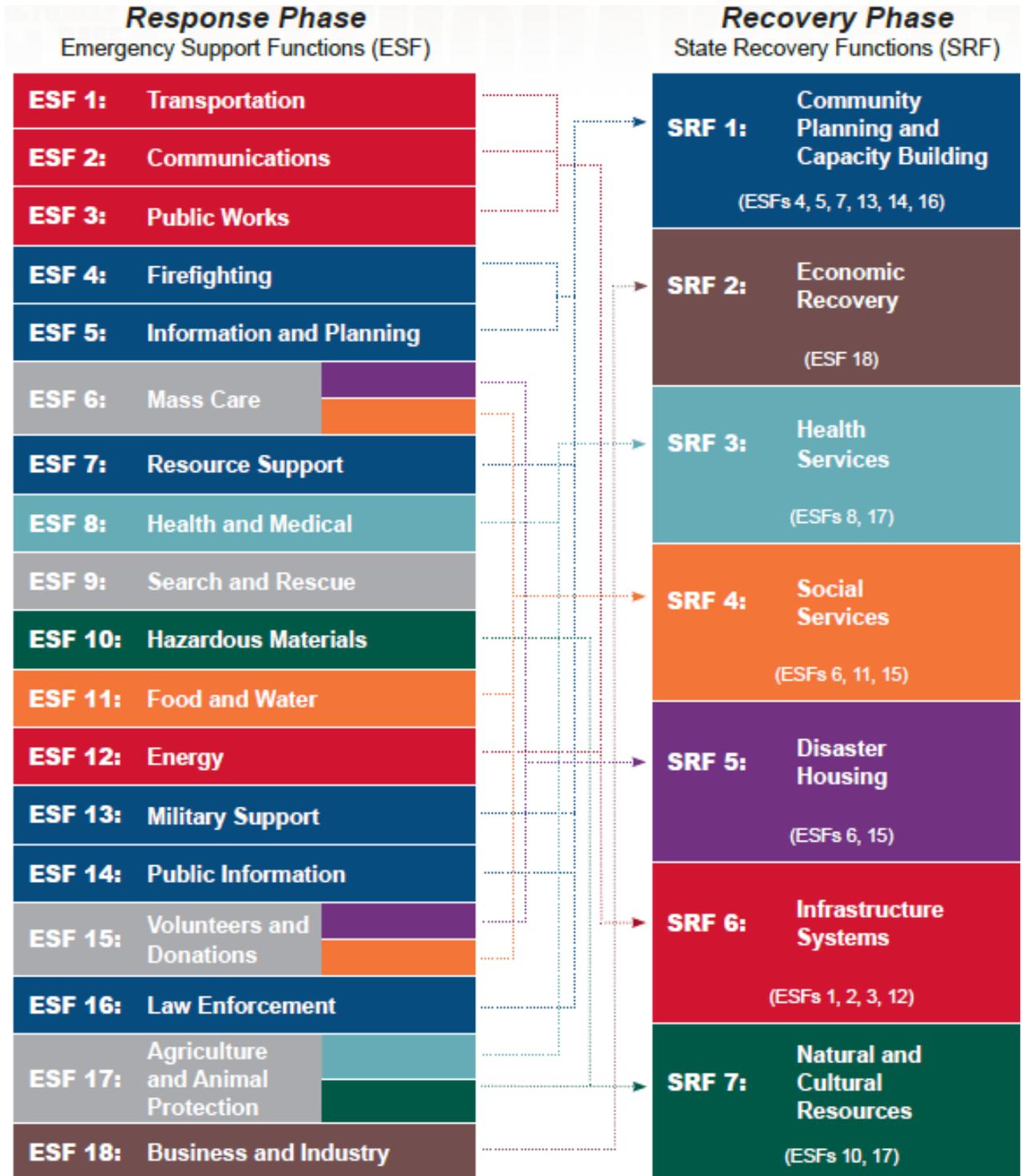
##### 4.2.3.2 Coordinating, Primary and Supporting Agencies

Within each SRF:

- **Coordinating agencies** are responsible for ensuring that the SRF serves its purpose during the readiness and activated states. In the preparedness state, the coordinating agency ensures the continuity of the SRF by convening representatives from primary and supporting agencies and ensuring that plans and procedures are in place, key staff are trained, and expected resources are available if needed. In the activated state, the coordinating agency takes a lead role in defining and directing actions to be taken by the deployed primary and supporting agencies in support of recovery.
  - In cases where multiple primary agencies share complementary capacities at the statewide level, a **coordinating team** may be constituted to serve the role of the coordinating agency. The coordinating team is formed as a committee including a single designated representative from each primary agency within the SRF. In cases where an SRF is led by a coordinating team, all members of the team are equally responsible for ensuring that the SRF serves its purpose in the readiness and activated states.
- **Primary agencies** have statutory authorities and/or established programs directly related to the SRF and are therefore at the forefront of service delivery to recovering communities. The coordinating agency may be one of the primary agencies. Primary agencies perform ongoing maintenance of SRF-related capabilities during the readiness state.
- **Supporting agencies** are available to assist the coordinating and primary agencies when the SRF is activated. Their role is specialized and, where possible, should be identified in advance by the coordinating and primary agencies. Supporting agencies' participation may not be needed at all times during recovery, though it should be available upon request from an SRF primary agency.

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Figure 4-1 ESFs and Successor SRFs



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### 4.2.4 State Recovery Action Plan

The SRAP is the guiding document that establishes the unified approach of the GDC, the SDRC, and activated SRFs to recovery. The SRAP is not meant to replace local or tribal recovery strategies, but rather to identify recovery needs and issues and how the state recovery organization is mobilizing to address them.

The SRAP will accomplish the following purpose to support the state recovery organization:

- Assess recovery-related impacts in relation to existing capabilities at the local, tribal, and state levels.
- Identify which impacted jurisdictions will require enhanced state recovery support.
- Identify gaps in resources that may or may not be filled by state support.
- Determine the breadth of support needed from each SRF.
- Establish timelines for recovery support activities.
- Identify issues and challenges.

The SRAP is developed by the SDRC, in coordination with activated SRFs. The SDRC will also engage local and tribal recovery organizations in its development to ensure that there is coordination between the state's objectives and local and tribal priorities.

The targeted goal for completion of the SRAP is within 45 to 90 days of activation of the state recovery organization. The actual milestones and timelines for scoping the state's recovery support mission and developing the SRAP will be determined by the SDRC, in consultation with the SRFs. Recovery timelines will take into account:

- Type of recovery support and deliverables to be provided
- Methods for tracking the effectiveness of the support being provided
- Measures to ensure effective coordination and collaboration

The SRAP will be approved by the OEM Director or SCO – if designated – and the SDRC is responsible for coordinating its implementation. The SRSS will be updated, as needed, based on the developing nature of the recovery.

When the State Emergency Coordination Center is activated, development of the SRAP will be coordinated with the ECC Action Plan guiding response and short-term recovery activities.

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4.3 Responsibilities by State Recovery Function

This section identifies the coordinating, primary and supporting agencies for each of the seven SRFs within the state recovery organization. In addition, each sub-section provides a general description of the goals and responsibilities of the corresponding SRF.

4.3.1 SRF 1: Community Planning and Capacity Building  
 Planning together for a successful recovery and a resilient Oregon.

<b>Coordinating Agency</b>	Oregon Department of Land Conservation and Development
<b>Primary Agencies</b> <i>(SRF 1 for Supporting Agencies)</i>	Oregon Department of Land Conservation and Development Oregon Office of Emergency Management
<b>Federal Coordinating Agency</b>	Federal Emergency Management Agency
<b>Related ESFs</b>	ESF 5 – Information and Planning ESF 7 – Resource Support ESF 14 – Public Information

SRF 1 provides support to augment the capacity-building and community planning resources of local and tribal governments so that they may effectively plan for, manage, and implement disaster recovery activities.

Primary SRF 1 objectives are:

- Convene an inclusive planning team (identified pre-disaster) that will oversee disaster recovery planning.
- Complete an initial Community Planning and Capacity Building Recovery Action Plan – which will become a component of the SRAP – and provide an overall strategy and timeline for community planning.

Readiness State	Activated State
<ul style="list-style-type: none"> <li>■ Provide technical assistance to local and tribal governments for recovery planning</li> <li>■ Maintain inventory of available funding resources to support local and tribal partners in recovery</li> <li>■ Facilitate training opportunities to ensure effective implementation of recovery planning activities</li> <li>■ Monitor ongoing local and tribal recovery and mitigation planning projects</li> </ul>	<ul style="list-style-type: none"> <li>■ Coordinate transition to community recovery planning activities from response support activities</li> <li>■ Develop community planning and capacity building recovery objectives to inform the overall <i>State Recovery Action Plan</i></li> <li>■ Provide technical support to local and tribal recovery organizations for identifying recovery and mitigation planning projects</li> </ul>

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Readiness State	Activated State
<ul style="list-style-type: none"> <li>▪ Coordinate with other SRFs to ensure program coordination and avoid duplication of efforts in planning</li> <li>▪ Conduct stakeholder outreach to educate state and local partners on funding opportunities</li> <li>▪ Regularly update the SRF 1 annex, in coordination with primary and supporting agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate resources to address skill sets where communities may lack capacity after large-scale and catastrophic disasters</li> <li>▪ Develop action plans for administration and distribution of federal funding to support community planning</li> <li>▪ Monitor post-disaster local and tribal recovery and mitigation projects to ensure proper oversight</li> <li>▪ Document lessons learned to inform planning activities in the readiness state</li> </ul>

*See the SRF 1 – Community Planning and Capacity Building annex of this plan for additional details.*

### 4.3.2 SRF 2: Economic Recovery

**Supporting all Oregon businesses, large and small, in building a robust and vital economy after a disaster.**

<b>Coordinating Agency</b>	Business Oregon
<b>Primary Agencies</b> <i>(SRF 2 for Supporting Agencies)</i>	Business Oregon Oregon Department of Consumer and Business Services
<b>Federal Coordinating Agency</b>	Department of Commerce
<b>Related ESFs</b>	ESF 18 – Business and Industry

SRF 2 integrates the expertise of state government to help local and tribal governments and the private sector sustain and rebuild businesses and employment, as well as develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.

Primary SRF 2 objectives are:

- Complete an Economic Recovery Action Plan – which will become a component of the SRAP – and identify potential obstacles to fostering stabilization of impacted communities.
- Ensure that community recovery plans incorporate economic revitalization and remove governmental obstacles to post-disaster economic sustainability.
- Return impacted areas to a sustainable and vibrant economy within the specified timeframe in the SRAP.

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Readiness State	Activated State
<ul style="list-style-type: none"> <li>▪ Identify statutory, regulatory and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery</li> <li>▪ Encourage and facilitate community economic development planning through appropriate State government agencies and programs.</li> <li>▪ Develop initiatives to facilitate the integration of state efforts and resources with private capital and the business sector.</li> <li>▪ Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.</li> <li>▪ Work with local and tribal officials to implement disaster-resistant building codes as well as incentives for businesses and individuals to conduct readiness activities.</li> <li>▪ Promote the adoption of resiliency policies and practices in state agency programs and stakeholder operations, wherever appropriate.</li> <li>▪ Sustain pre-disaster engagement activities with the leadership of local economic development agencies.</li> <li>▪ Encourage the establishment of disaster information networks for businesses.</li> <li>▪ Regularly update the SRF 2 annex, in coordination with primary and supporting agencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate transition to economic recovery activities from response support activities</li> <li>▪ Leverage state and federal resources and programs to most effectively meet community recovery needs while aggressively integrating with the private sector to facilitate early and productive engagement.</li> <li>▪ Work closely with local and tribal community leadership during disaster recovery to provide technical assistance and data related to economic development.</li> <li>▪ Incorporate mitigation measures into redevelopment following a disaster to build the community back stronger and minimize future risk.</li> <li>▪ Engage the workforce development system, including state vocational rehabilitation programs, as a means of helping individuals who acquire a disability as part of the disaster, return to work with the appropriate supports, accommodation and retraining.</li> <li>▪ Develop an Economic Recovery Action Plan to ensure the coordinated action of all state agencies, stakeholders, and supporting entities in the support of local and tribal governments.</li> </ul>

*See the SRF 2 – Economic Recovery annex of this plan for additional details.*

**4.3.3 SRF 3: Health Services**

**Ensuring protection of public health and access to quality public health and medical care for all those impacted in Oregon in the aftermath of a disaster.**

<b>Coordinating Agency</b>	Oregon Health Authority
<b>Primary Agencies</b> <i>(SRF 3 for Supporting Agencies)</i>	Oregon Health Authority
<b>Federal Coordinating Agency</b>	Department of Health and Human Services
<b>Related ESFs</b>	ESF 8 – Health and Medical ESF 17 – Agriculture and Animal Protection

SRF 3 assists locally led recovery efforts in the restoration of the public health and health care networks to promote the resilience, health, and well-being of affected individuals and communities.

4. State Recovery Functions

Primary SRF 3 objectives are:

- Restore basic health services functions.
- Identify critical areas of need for health services, including services for populations with access and functional needs.
- Complete a Health Services Recovery Action Plan for impacted communities – which will become a component of the SRAP – and develop a comprehensive recovery timeline.
- Restore and improve the resilience and sustainability of health services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline.

Readiness State	Activated State
<ul style="list-style-type: none"> <li>▪ Incorporate planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESF 8 and ESF 17.</li> <li>▪ Incorporate planning for the transition from recovery operations back to steady-state into preparedness and operational plans.</li> <li>▪ Develop strategies to address recovery issues for public health and healthcare, particularly the needs of response and recovery workers and access and functional needs populations.</li> <li>▪ Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans.</li> <li>▪ Regularly update the SRF 3 annex, in coordination with primary and supporting agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate transition to health services recovery activities from response support activities</li> <li>▪ Identify and mitigate potential recovery obstacles during the response phase, in collaboration with ESF 8 and ESF 17.</li> <li>▪ Coordinate and leverage applicable state and federal resources for public health and healthcare services.</li> <li>▪ Conduct state health services assessments with primary agencies.</li> <li>▪ Provide technical assistance in the form of impact analyses and support recovery planning for public health and healthcare systems infrastructure.</li> <li>▪ Coordinate with local, tribal, and federal partners to assess food, animal, water and air conditions to ensure safety.</li> <li>▪ Establish communication and information-sharing forum(s) for public health and healthcare stakeholders.</li> <li>▪ Develop and implement a plan to transition from public health and healthcare recovery operations back to a steady-state.</li> <li>▪ Evaluate the effectiveness of public health and healthcare recovery efforts.</li> </ul>

*See the SRF 3 – Health Services annex of this plan for additional details.*

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4.3.4 SRF 4: Social Services

Protecting the most vulnerable and ensuring they have the social and human services support they need after a disaster.

<b>Coordinating Agency</b>	Oregon Department of Human Services
<b>Primary Agencies</b> <i>(SRF 4 for Supporting Agencies)</i>	Oregon Department of Human Services
<b>Federal Coordinating Agency</b>	Department of Health and Human Services
<b>Related ESFs</b>	ESF 6 – Mass Care ESF 11 – Food and Water

SRF 4 assists locally led recovery efforts in restoring social services networks to promote the resilience and well-being of affected individuals and communities.

Primary SRF 4 objectives are:

- Restore basic social services functions.
- Identify critical areas of need for social services including services for populations with access and functional needs.
- Complete a Social Services Recovery Action Plan for impacted communities – which will become a component of the SRAP – and develop a comprehensive recovery timeline.
- Restore and improve the resilience and sustainability of social services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline.

<b>Table 4-4 SRF 4 – Roles and Responsibilities</b>	
<b>Readiness State</b>	<b>Activated State</b>
<ul style="list-style-type: none"> <li>▪ Incorporate planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESF 6 and ESF 11.</li> <li>▪ Incorporate planning for the transition from recovery operations back to steady-state into preparedness and operational plans.</li> <li>▪ Develop strategies to address recovery issues for social services, particularly the needs of response and recovery workers and access and functional needs populations.</li> <li>▪ Promote the principles of sustainability, resilience and mitigation into preparedness and operational plans.</li> <li>▪ Regularly update SRF 4 annex in coordination with primary and supporting agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate transition to social services recovery activities from response support activities.</li> <li>▪ Identify and mitigate potential recovery obstacles during the response phase, in collaboration with ESF 6 and ESF 11.</li> <li>▪ Coordinate and leverage applicable state and federal resources for social services.</li> <li>▪ Conduct state social services assessments with primary agencies.</li> <li>▪ Provide technical assistance in the form of impact analyses and support recovery planning for social services infrastructure.</li> <li>▪ Establish communication and information-sharing forum(s) for social services stakeholders.</li> </ul>

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Readiness State	Activated State
	<ul style="list-style-type: none"> <li>▪ Develop and implement a plan to transition from social services recovery back to a state of readiness.</li> <li>▪ Evaluate the effectiveness of social services recovery efforts.</li> </ul>

See the SRF 4 – Social Services annex of this plan for additional details.

### 4.3.5 SRF 5: Disaster Housing

**Establishing intermediate and long-term housing for Oregonians displaced by a disaster, with a goal of long-term solutions in their own communities.**

<b>Coordinating Agency</b>	Oregon Housing and Community Services
<b>Primary Agencies</b> <i>(SRF 5 for Supporting Agencies)</i>	Oregon Housing and Community Services
<b>Federal Coordinating Agency</b>	Department of Housing and Urban Development
<b>Related ESFs</b>	ESF 6 – Mass Care

SRF 5 addresses pre- and post-disaster housing issues; coordinates and facilitates the delivery of state resources to assist local and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, and the development of other new accessible, long-term housing options.

Primary SRF 5 objectives are:

- Assess preliminary housing impacts and needs, identify available options for temporary housing, and plan for long-term housing; this will become a component of the SRAP.
- Ensure that community housing recovery plans continue to address interim housing needs, assess options for long-term housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.
- Establish a resilient and sustainable housing market that helps local communities meet their needs, including accessible housing, within the specified timeframe of the SRAP.

Readiness State	Activated State
<ul style="list-style-type: none"> <li>▪ Identify strategies and options that address a broad range of disaster housing issues, such as those dealing with planning, zoning, design, production, logistics, codes, and financing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate transition to disaster housing recovery activities from response support activities</li> </ul>

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<b>Table 4-5 SRF 5 – Roles and Responsibilities</b>	
<b>Readiness State</b>	<b>Activated State</b>
<ul style="list-style-type: none"> <li>▪ Build accessibility, resiliency, sustainability, and mitigation measures into identified housing recovery strategies.</li> <li>▪ Facilitate coordination between the Oregon Disaster Housing Task Force and local and tribal governments, as well as involved private sector and non-profit organizations.</li> <li>▪ Regularly update the SRF 5 annex, in coordination with primary and supporting agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate and leverage state and federal resources to assist local and tribal governments in addressing housing-related recovery needs.</li> <li>▪ Encourage rapid and appropriate decisions regarding land use and housing location in the recovering communities or regions.</li> <li>▪ Identify gaps and coordinate resolution of issues involving conflicting policies and programs.</li> <li>▪ Promote communications and information-sharing throughout the recovery process between all involved partners.</li> </ul>

See the SRF 5 – Disaster Housing annex of this plan for additional details.

**4.3.6 SRF 6: Infrastructure Systems**

**Restoring Oregon’s critical infrastructure and lifeline utilities, and building back better than before.**

<p><b>Primary Agencies Coordinating Team</b> <i>(SRF 6 for Supporting Agencies)</i></p>	<p>Oregon Department of Administrative Services Oregon Department of Energy Oregon Department of Transportation Public Utility Commission of Oregon</p>
<p><b>Federal Coordinating Agency</b></p>	<p>U.S. Army Corps of Engineers</p>
<p><b>Related ESFs</b></p>	<p>ESF 1 – Transportation ESF 2 – Communications ESF 3 – Public Works ESF 12 – Energy</p>

SRF 6 coordinates the capabilities of the state government to support local and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals and restore infrastructure systems.

Primary SRF 6 objectives are:

- Restore and sustain essential services (public and private) to maintain community functionality.
- Develop an Infrastructure Systems Recovery Action Plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability – this will become a component of the SRAP.

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- Provide systems that meet community needs while minimizing service disruption during restoration within the specified timeline of the SRAP.

Readiness State	Activated State
<ul style="list-style-type: none"> <li>▪ Develop guidance and standard procedures for rapid activation of SRF capabilities to support community recovery.</li> <li>▪ Identify relevant programs, capabilities, and limiting factors pertaining to recovery support for infrastructure systems.</li> <li>▪ Provide a forum for interagency coordination, information sharing, and exchange of effective practices.</li> <li>▪ Work with local, tribal, federal, and private sector partners to identify critical facilities/ systems and ensure that efforts are made to reduce risk pre- and post-disaster.</li> <li>▪ Regularly update the SRF 6 annex, in coordination with primary and supporting agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate transition to infrastructure systems recovery activities from response support activities</li> <li>▪ Coordinate state resources in support of the recovery of impacted infrastructure systems.</li> <li>▪ Participate in the state-level coordination of damage and community needs assessments to ensure that infrastructure considerations are integrated into the post-disaster community planning process.</li> <li>▪ Deploy primary and supporting agency resources to the field to assist affected communities in developing an Infrastructure Systems Recovery Action Plan that                         <ul style="list-style-type: none"> <li>▪ Avoids the redundant, counterproductive, or unauthorized use of limited capital resources.</li> <li>▪ Helps resolve jurisdictional and other conflicts resulting from the competition for key resources essential to recovery.</li> <li>▪ Sets a firm schedule and sequenced time structure for infrastructure recovery projects.</li> </ul> </li> <li>▪ Work with local, tribal, federal, and private sector partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the community's Infrastructure Systems Recovery Action Plan.</li> <li>▪ Promote rebuilding infrastructure in a manner which will reduce vulnerability to future disaster impacts.</li> <li>▪ Review and identify codes, building permits, and waivers</li> </ul>

*See the SRF 6 – Infrastructure Systems annex of this plan for additional details.*

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## 4.3.7 SRF 7: Natural and Cultural Resources

Caring for Oregon's precious natural and cultural resources after a disaster.

<b>Coordinating Agency</b>	Oregon Department of Environmental Quality
<b>Primary Agencies</b> <i>(SRF 7 for Supporting Agencies)</i>	Oregon Department of Fish and Wildlife Oregon Department of Agriculture Oregon Department of Forestry Oregon Parks and Recreation Department (State Historic Preservation Office) Oregon Water Resources Department
<b>Federal Coordinating Agency</b>	Department of the Interior
<b>Related ESFs</b>	ESF 3 – Public Works ESF 10 – Hazardous Materials ESF 12 – Energy ESF 17 – Agriculture and Animal Protection

Primary SRF 7 objectives are:

- Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.
- Assess impacts to natural and cultural resources and identify needed protections during stabilization through recovery.
- Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.
- Preserve natural and cultural resources as part of an overall community recovery; all of these objectives will become components of the SRAP.

SRF 7 integrates state resources and capabilities to help local and tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

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Readiness State	Activated State
<ul style="list-style-type: none"> <li>▪ Identify relevant state programs and resources supporting the preservation, protection, conservation, rehabilitation, and restoration of natural and cultural resources during recovery.</li> <li>▪ Develop a Natural and Cultural Resources Recovery Action Plan to identify and communicate priority actions in the activated phase.</li> <li>▪ Identify and report gaps and inconsistencies within and between regulations, policies, program requirements, and processes that are used in disaster recovery and that affect natural and cultural resources.</li> <li>▪ Work with private nonprofits and other NGOs to encourage local and tribal governments and institutions to integrate natural and cultural resource issues in their emergency management plans.</li> <li>▪ Promote the principles of resilient communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands and other natural resources critical to risk reduction.</li> <li>▪ As part of ongoing hazard mitigation planning, assess appropriate hazard mitigation strategies for the protection of cultural resources.</li> <li>▪ Regularly update SRF 7 annex in coordination with primary and supporting agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate support of cross-jurisdictional natural and cultural resource issues.</li> <li>▪ Identify opportunities to enhance natural and cultural resource protection with hazard mitigation strategies.</li> <li>▪ Assist affected communities in developing a Natural and Cultural Resources Action Plan that identifies how all involved partners will mobilize resources and capabilities to meet community needs.</li> <li>▪ Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues.</li> <li>▪ Promote a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.</li> </ul>

*See the SRF 7 – Natural and Cultural Resources annex of this plan for additional details.*