

State of Oregon
EMERGENCY MANAGEMENT PLAN



VOLUME IV:
OREGON DISASTER RECOVERY PLAN

MARCH 2018



This document was prepared under a grant from the U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the State of Oregon and do not necessarily represent the official position or policies of the Federal Emergency Management Agency's Grant Programs Directorate or the U.S. Department of Homeland Security.

Authority and Adoption Letters

Legal Authority

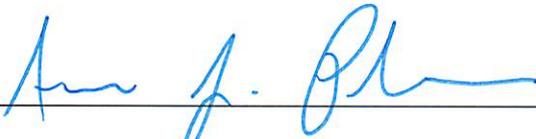
The *Oregon Disaster Recovery Plan* is developed under the authority of Oregon Revised Statutes Chapter 401 which assigns responsibility for the emergency services system within the State of Oregon to the Governor (ORS 401.035). The Governor has delegated the responsibility for coordination of the State's emergency program, including coordination of recovery planning activities to the Oregon Military Department, Office of Emergency Management (ORS 401.052).

Letter of Transmittal

Volume IV of the *State of Oregon Comprehensive Emergency Management Plan*, known as the *Oregon Disaster Recovery Plan*, addresses how the State of Oregon manages recovery from disasters in support of local and tribal jurisdictions.

This plan assists the state to implement Oregon's Revised Statute chapter 401 and is consistent with the *National Disaster Recovery Framework* published by the Federal Emergency Management Agency.

I have reviewed the *Oregon Disaster Recovery Plan* and am pleased to submit it to Governor Brown for formal adoption.



Andrew J. Phelps, Director
Oregon Military Department, Office of Emergency Management

3-1-2018

DATE

Executive Signatory Page

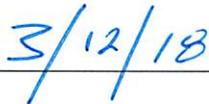
I am pleased to officially promulgate the *Oregon Disaster Recovery Plan*, which is Volume IV of *State of Oregon Comprehensive Emergency Management Plan*.

This plan is published by the Oregon Military Department, Office of Emergency Management (OEM). Great efforts were made by the coordinating, primary, and supporting agencies to assist OEM to develop this disaster recovery plan.

Periodic changes to this plan will be made as additional details and procedures are added, and also due to lessons-learned from exercises and disaster events.



Kate Brown
Governor
State of Oregon



DATE

THIS PAGE LEFT BLANK INTENTIONALLY

Plan Distribution List

The *Oregon Disaster Recovery Plan* will be distributed to the following state agencies and partners in recovery. The Oregon Office of Emergency Management Mitigation and Recovery Services Section Manager will be responsible for ensuring the plan, and any updates, are distributed. The coordinating agency or coordinating team for each State Recovery Function will be responsible for dissemination of the plan to identified primary and supporting agencies in the State Recovery Function annexes. Unless otherwise noted, plan updates will be distributed electronically. Additionally, the plan will be posted on the Oregon Office of Emergency Management website at:

<http://www.oregon.gov/OEM>

Department/Agency	Title
Governor's Office	Governor Public Safety Policy Advisor
Oregon Department of Administrative Services	Chief Operating Officer
Oregon Military Department	Adjutant General
Oregon Office of Emergency Management	Director Mitigation and Recovery Services Section Manager
SRF 1 Coordinating Agency	Oregon Department of Land Conservation and Development
SRF 2 Coordinating Agency	Business Oregon
SRF 3 Coordinating Agency	Oregon Health Authority
SRF 4 Coordinating Agency	Oregon Department of Human Services
SRF 5 Coordinating Agency	Oregon Housing and Community Services
SRF 6 Coordinating Team	Oregon Department of Administrative Services Oregon Department of Energy Oregon Department of Transportation Public Utility Commission of Oregon
SRF 7 Coordinating Agency	Oregon Department of Environmental Quality

Recovery Plan Review Assignments

The *Oregon Disaster Recovery Plan* will be reviewed on an annual basis by the coordinating agencies identified below. The coordinating agency or coordinating team for each plan section will be responsible for ensuring that the document is reviewed by primary and supporting agencies and submitting suggested revisions to the Plan Administrator, the Oregon Office of Emergency Management Mitigation and Recovery Services Section Manager. Comments will be consolidated for review by the State Recovery Planning Committee (see Chapter 5 – Implementation and Maintenance). Substantive plan changes should be noted in the Record of Plan Changes.

Section/Annex	Coordinating Agency or Team
Basic Plan	Office of Emergency Management
State Recovery Function (SRF) Annexes	
SRF 1 Community Planning and Capacity Building	Oregon Department of Land Conservation and Development
SRF 2 Economic Recovery	Business Oregon
SRF 3 Health Services	Oregon Health Authority
SRF 4 Social Services	Oregon Department of Human Services
SRF 5 Disaster Housing	Oregon Housing and Community Services
SRF 6 Infrastructure Systems	Oregon Department of Administrative Services Oregon Department of Energy Oregon Department of Transportation Public Utility Commission of Oregon
SRF 7 Natural and Cultural Resources	Oregon Department of Environmental Quality

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

Authority and Adoption Letters	iii
Plan Administration	vii
Table of Contents.....	xi
List of Figures and Tables	xv
Basic Plan.....	xvii
1 Introduction.....	1-1
1.1 Authority	1-1
1.2 Purpose and Scope	1-1
1.2.1 Purpose	1-1
1.2.2 Scope	1-2
1.3 Guiding Principles.....	1-2
1.4 Plan Organization	1-3
1.4.1 Oregon <i>Comprehensive Emergency Management Plan</i>	1-3
1.4.2 Basic Plan.....	1-3
1.4.3 State Recovery Function Annexes	1-4
1.5 Relationship to Other Plans	1-4
1.5.1 Federal Plans	1-4
1.5.2 State-Level Plans	1-5
1.5.3 Local and Tribal Recovery Plans.....	1-8
2 Situation and Assumptions	2-1
2.1 Situation.....	2-1
2.2 Planning Scenarios	2-1
2.3 Recovery Continuum	2-2
2.3.1 Readiness	2-2
2.3.2 Short-Term Recovery	2-3
2.3.3 Intermediate Recovery	2-3
2.3.4 Long-Term Recovery	2-4
2.4 Regional Approach to Recovery.....	2-5
2.5 Key Recovery Considerations	2-7
2.5.1 Resilience and Sustainability	2-7
2.5.2 Accessibility and Recovery	2-7
2.5.3 Coordination with Mitigation Planning Efforts	2-7
2.6 Plan Assumptions	2-7
3 State Recovery Organization.....	3-1
3.1 Overview.....	3-1
3.2 Policy Group.....	3-1

Table of Contents

3.2.1	Governor.....	3-2
3.2.2	Legislative Assembly	3-2
3.2.3	Governor’s Disaster Cabinet.....	3-2
3.2.4	Economic Recovery Council.....	3-2
3.2.5	Summary	3-3
3.3	Coordinating Group.....	3-3
3.3.1	State Coordinating Officer	3-4
3.3.1.1	State Disaster Recovery Coordinator	3-4
3.3.2	State Recovery Functions	3-5
3.3.3	State Agency Directors.....	3-5
3.3.4	Summary	3-5
3.4	Relationship to Federal, Tribal, and Local Organizations	3-6
3.4.1	Federal Recovery Organization	3-7
3.4.2	Local and Tribal Recovery Organizations	3-8
3.4.3	Summary of Relationships.....	3-12
3.5	Activation and Demobilization	3-12
3.5.1	Short, Intermediate, and Long-Term Recovery.....	3-12
3.5.2	Demobilization.....	3-12
4	State Recovery Functions	4-1
4.1	Purpose	4-1
4.2	Concepts.....	4-1
4.2.1	Readiness	4-1
4.2.2	Activation	4-2
4.2.3	Coordination.....	4-2
4.2.4	State Recovery Action Plan	4-5
4.3	Responsibilities by State Recovery Function.....	4-6
4.3.1	SRF 1: Community Planning and Capacity Building	4-6
4.3.2	SRF 2: Economic Recovery.....	4-7
4.3.3	SRF 3: Health Services	4-8
4.3.4	SRF 4: Social Services.....	4-10
4.3.5	SRF 5: Disaster Housing	4-11
4.3.6	SRF 6: Infrastructure Systems	4-12
4.3.7	SRF 7: Natural and Cultural Resources.....	4-14
5	Implementation and Maintenance	5-1
5.1	Plan Communication.....	5-1
5.2	Plan Modifications.....	5-1
5.3	State Recovery Function Ongoing Readiness	5-1
5.4	State Recovery Function Post-Disaster Activation.....	5-2
5.5	Coordination with the Whole Community	5-2
5.6	Training and Exercises	5-2
A	References.....	A-1
B	Acronyms and Abbreviations.....	B-1

State Recovery Function Annexes

SRF 1	Community Planning and Capacity Building
SRF 2	Economic Recovery
SRF 3	Health Services
SRF 4	Social Services
SRF 5	Disaster Housing
SRF 6	Infrastructure Systems
SRF 7	Natural and Cultural Resources

THIS PAGE LEFT BLANK INTENTIONALLY

List of Figures and Tables

Figures

Figure 1-1	Comprehensive Emergency Management Plan Structure	1-3
Figure 2-1	Recovery Continuum	2-2
Figure 2-2	Regional Solutions Map	2-6
Figure 3-1	State Recovery Organization – Policy Group	3-3
Figure 3-2	State Recovery Organization – Policy Group and Coordination Group.....	3-6
Figure 3-3	Relationship between the State Recovery Organization and the Federal Recovery Organization.....	3-8
Figure 3-4	Typical Local / Tribal Recovery Organization	3-11
Figure 3-5	Federal, State, Local, and Tribal Recovery Organizations – Lines of Authority and Coordination.....	3-13
Figure 4-1	ESFs and Successor SRFs	4-4

List of Tables and Figures

Tables

Table 2-1 Phases of Recovery2-5

Table 3-1 Recovery and Involved Local, Tribal, State, and
Federal Actors3-14

Table 4-1 SRF 1 – Roles and Responsibilities4-6

Table 4-2 SRF 2 – Roles and Responsibilities4-8

Table 4-3 SRF 3 – Roles and Responsibilities4-9

Table 4-4 SRF 4 – Roles and Responsibilities4-10

Table 4-5 SRF 5 – Roles and Responsibilities4-11

Table 4-6 SRF 6 – Roles and Responsibilities4-13

Table 4-7 SRF 7 – Roles and Responsibilities4-15

Basic Plan

1

Introduction

1.1 Authority

This plan, known as the *Oregon Disaster Recovery Plan* is developed under the authority of Oregon Revised Statutes Chapter 401, which assigns responsibility for the emergency services system within the State of Oregon to the Governor (Oregon Revised Statutes [ORS] 401.035). The Governor has delegated the responsibility for coordination of the state's emergency program, including coordination of recovery planning activities, to the Oregon Military Department, Office of Emergency Management (OEM) (ORS 401.052).

Additionally, Executive Order (EO)-16-07 establishes a Disaster Management Framework to facilitate Oregon's response and recovery actions and provides a flexible instrument for execution of prudent policy and decision-making. The organizational concepts established in this plan, including the Governor's Disaster Cabinet and Economic Recovery Councils, are based on the authority of this EO.

The *Oregon Disaster Recovery Plan* has also been designed to be consistent with the National Incident Management System (NIMS), the principles outlined in the *National Disaster Recovery Framework*, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act).

1.2 Purpose and Scope

1.2.1 Purpose

The *Oregon Disaster Recovery Plan* is intended to accomplish the following objectives:

- Establish a state recovery organization that provides a framework in which the State will support recovery activities during large-scale or catastrophic incidents.
- Assign roles and responsibilities to state departments for support of state recovery activities.
- Identify points of coordination with local, tribal, federal, private sector, community, and faith-based partners to coordinate recovery activities.

1.2.2 Scope

The *Oregon Disaster Recovery Plan* is intended to be an all hazards document providing the state with a scalable recovery organization that can be implemented for incidents of varying levels of complexity. When a disaster impacts one or more parts of the state, the *Oregon Disaster Recovery Plan* will be implemented at the direction of the Governor or other official authorized by state law. Such occurrences may include natural, technological, or human-caused disasters and may impact one or more counties or regions. This plan is intended to guide the state's recovery operations while complementing and supporting the response and recovery plans and procedures of responding agencies, local and tribal governments, special districts, and other public, nonprofit/volunteer, and private-sector entities.

1.3 Guiding Principles

The *Oregon Disaster Recovery Plan* has been developed based on the following principles and goals:

- Recovery is the process of stabilizing, restoring, and revitalizing communities. Rather than focusing only on the impacts that may follow a disaster, partners in recovery should look for opportunities to build back better.
- In order to be successful, recovery must mobilize whole communities, including local governments, special districts, utilities, businesses, nonprofits, volunteer and faith-based organizations, as well as individuals and families.
- Recovery will be a locally driven process. The state does not seek to direct communities through the recovery process. Rather, the state's role is to provide guidance, technical assistance, and resources to local entities in support of their community recovery goals.
- The state recovery organization:
 - Includes clearly defined roles and responsibilities.
 - Mobilizes based on phase of recovery (see Table 3-1).
 - Builds on existing experience of the recovery process within the State of Oregon.
- The *Oregon Disaster Recovery Plan* must document the flow of federal resources through the state recovery organization in service of local-level recovery efforts.

1.4 Plan Organization

1.4.1 Oregon *Comprehensive Emergency Management Plan*

This *Oregon Disaster Recovery Plan* is part of the suite of plans that make up the *State of Oregon Comprehensive Emergency Management Plan* (CEMP). Consisting of four volumes, the CEMP establishes the framework in which the state prepares for, mitigates the effects of, responds to, and recovers from a disaster.

Figure 1-1 *Comprehensive Emergency Management Plan Structure*



1.4.2 Basic Plan

The Basic Plan establishes the framework within which the State of Oregon will support recovery activities during emergencies. It consists of the following chapters:

- **1. Introduction.** Identifies the authority, purpose, scope, and guiding principles for the plan; describes the plan’s organizational structure; and explains the plan’s relationship to other planning efforts.
- **2. Situation and Planning Assumptions.** Describes the scenarios that the plan is designed to address; describes the recovery continuum; identifies special considerations for recovery in Oregon.
- **3. State Recovery Organization.** Establishes the organization by which the state will coordinate recovery activities.
- **4. State Recovery Functions.** Identifies key roles and responsibilities for members of the state recovery organization; identifies coordinating, primary and supporting agencies and key tasks for each State Recovery Function (SRF) Annex.
- **5. Plan Implementation and Maintenance.** Describes how the plan will be implemented and sustained to ensure the readiness of all partner entities.

1.4.3 State Recovery Function Annexes

The *Oregon Disaster Recovery Plan* is supported by a series of SRF Annexes. These annexes break recovery activities out by function and provide additional detail on primary and supporting agencies, roles and responsibilities, as well as supporting plans and procedures for each function. The Recovery Plan includes the following SRF Annexes:

- **SRF 1.** Community Planning and Capacity Building
- **SRF 2.** Economic Recovery
- **SRF 3.** Health Services
- **SRF 4.** Social Services
- **SRF 5.** Disaster Housing
- **SRF 6.** Infrastructure Systems
- **SRF 7.** Natural and Cultural Resources

See Chapter 4 – State Recovery Functions for additional information on the scope of each SRF Annex.

1.5 Relationship to Other Plans

The *Oregon Disaster Recovery Plan* is designed to complement plans at the local, tribal, state, and federal levels that establish a comprehensive framework for coordinating recovery activities. To the extent practicable, the state has developed a recovery organization that is consistent with the existing framework established by the federal government, representative of the way Oregon does business, and supportive of tribal and locally driven recovery planning.

1.5.1 Federal Plans

Presidential Policy Directive (PPD) 8 established a National Planning System that integrates planning across all levels of government and with the private and nonprofit sectors. The National Planning System includes both planning frameworks and agency operational plans to support each PPD-8 mission area. Under PPD-8, recovery activities are guided by the *National Disaster Recovery Framework* and the *Recovery Federal Interagency Operational Plan*.

1.5.1.1 National Disaster Recovery Framework

The *National Disaster Recovery Framework* (NDRF) defines how federal agencies operate and organize to promote effective recovery from disasters and to provide support to local, tribal, and state jurisdictions, which includes partnerships with all levels of government, as well as private and nonprofit organizations. It is therefore designed for the use of anyone involved in recovery operations. It also relates to the *National Response Framework* (NRF) to provide

1. Introduction

a structure that addresses both the response and recovery aspects of large emergencies.

The NDRF advances the concept that recovery not only consists of the physical repairs needed by affected communities but also encompasses a wide range of elements to restore communities to pre-disaster vibrancy while rendering them more resilient to future disasters. One way this is accomplished is through a designated structure of six Recovery Support Functions (RSFs) based on functional areas for which jurisdictions may require assistance. The six RSFs are: community planning and capacity building, economic recovery, health and social services, housing, infrastructure systems, and natural and cultural resources.

The NDRF serves as the conceptual framework for the *Oregon Disaster Recovery Plan*, and the concepts outlined in this document are designed to align with its organizational structures to ensure coordination of state and federal recovery efforts.

1.5.1.2 Recovery Federal Interagency Operational Plan

The *Recovery Federal Interagency Operational Plan* describes the concept of operations for integrating and synchronizing existing national-level federal capabilities to support local, tribal, state, territorial, insular area, and federal plans and is supported by federal department-level operational plans, where appropriate.

This plan establishes the operational framework in which the federal government will coordinate with the state recovery organization.

1.5.2 State-Level Plans**1.5.2.1 State Emergency Operations Plan**

The *State Emergency Operations Plan* describes the organization used by the state to respond to emergencies and disasters. It describes common incident management and response functions applicable in all-hazards response.

The State EOP coordinates emergency operations planning across levels of government including state, tribal, local, and federal, in order to provide a more effective response to emergency events. This coordination also engages non-governmental organizations and private-sector businesses that provide vital services before, during, and after an event.

An important part of the context for the State EOP is the tenet that disasters are managed at the smallest jurisdictional level possible for effective response. Thus, many incidents are resolved every day by public safety responders within the parameters of their standard resources. In most cases, state government response is brought to bear after one or more local governments have exhausted their own resources and are requesting assistance.

1.5.2.2 Disaster Recovery Assistance Guidebook

The *Disaster Recovery Assistance Guidebook* is designed to aid local and tribal governments in accessing disaster recovery assistance support, including:

- Programs that assist families and individuals
- Programs that assist businesses and nonprofit organizations
- Programs that assist public agencies
- Farm Service Agency programs for agriculture
- Permits and habitat considerations

The *Disaster Recovery Assistance Guidebook* supports the *Oregon Disaster Recovery Plan* by providing local and tribal partners guidance in implementing recovery actions and accessing public assistance.

1.5.2.3 Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan

The *Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan (CSZ Plan)* is intended to provide operational concepts unique to a Cascadia Subduction Zone (CSZ) earthquake and resultant tsunami. It serves as a supplement to the *State of Oregon Emergency Operations Plan (State EOP)* and outlines the priorities, capabilities, general response assets, catastrophic event operational challenges, and support needed from outside the state after the event. It also describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a CSZ event.

The *CSZ Plan* describes the response and short-term recovery activities that will occur after a CSZ event. The *Oregon Disaster Recovery Plan* is designed to provide guidance for intermediate and long-term recovery for all planning scenarios, including a catastrophic earthquake and resultant tsunami.

1.5.2.4 Cascadia Playbook

OEM has developed the *Cascadia Playbook (Playbook)*. The *Playbook* is a quick reference guide that focuses on synchronizing state agencies' action items to ensure smooth operations and unified effort in response to a disaster. OEM is coordinating the *Playbook* concept with local emergency managers, tribal nations, nongovernmental partners, and federal agencies to ensure common understanding of how the State of Oregon will respond to disasters.

The *Playbook* is structured to cover the initial response timeframe of the first fourteen days of an earthquake disaster and is structured around key missions for the critical tasks that will be carried out by the state's Emergency Support Functions. The *Oregon Disaster Recovery Plan* will likely be implemented once the state moves through the key activities outlined in the *Playbook*.

1. Introduction**1.5.2.5 Oregon Natural Hazards Mitigation Plan**

The Oregon NHMP identifies and characterizes natural hazards and vulnerabilities in Oregon, and outlines strategies to mitigate risk, and address recurring disasters. It includes information on the capability of state agencies to implement strategies and actions to reduce vulnerability over time.

The Oregon NHMP contains the most complete and up-to-date description of Oregon's natural hazards, their history, and probability. It serves as a source of data and resources for local governments and Tribes in the development or updating of mitigation plans.

1.5.2.6 Oregon Resilience Plan

The *Oregon Resilience Plan* identifies long-term strategies to enhance the state's ability to respond to a CSZ event and provides the state recovery organization with data to guide policy and investments in recovery. It was created by a series of task groups (Business and Workforce Continuity, Coastal Communities, Critical and Essential Buildings, Transportation, Energy, Information and Communications, Water and Wastewater) that were charged with the following:

- Determine the likely impacts of a magnitude 9.0 CSZ earthquake and tsunami for each sector, and estimate the time required to restore functions in that sector if the earthquake were to strike under present conditions.
- Define acceptable timeframes to restore functions after a future CSZ earthquake to fulfill expected resilient performance.
- Recommend changes in practice and policies that, if implemented during the next 50 years, will allow Oregon to reach desired resilience targets.

1.5.2.7 Agency Recovery Plans and Procedures

Individual state agencies tasked in this plan and its annexes are responsible for the development of recovery plans and/or procedures that allow for implementation of identified recovery roles and responsibilities. The plans should accomplish the following objectives:

- Describe how the agency will organize to interface with the state recovery organization.
- Describe how the agency will coordinate tasks assigned in the *Oregon Disaster Recovery Plan*.
- Identify key resources and capabilities available to support statewide recovery efforts.

See individual State Recovery Function Annexes for relevant department-level plans that support that function.

1.5.3 Local and Tribal Recovery Plans

Local recovery organizations are the driving force for coordination of recovery activities after a large-scale or catastrophic disaster. Local jurisdictions should have a plan in place that accomplishes the following objectives:

- Establish the local recovery organization and describe how the jurisdiction will coordinate with its community partners and the state.
- Describe which local entities will be responsible for coordinating recovery functions.
- Identify how the jurisdiction will prioritize recovery activities.

Tribal recovery organizations share similar drivers for development of recovery organizations with local jurisdictions; however, the tribes' unique position as sovereign nations requires some additional planning considerations, including:

- Recognize the tribes' ability to directly request support from the federal government under the Sandy Recovery Improvement Act.
- Protect key natural and cultural resources.

To the extent possible, local and tribal jurisdictions should consider aligning their recovery organizations and recovery plans with the principles presented in the *Oregon Disaster Recovery Plan*.

2

Situation and Assumptions

2.1 Situation

The State of Oregon is subject to a variety of hazards that could result in the need for small- or large-scale coordination of recovery activities.

2.2 Planning Scenarios

The *Oregon Disaster Recovery Plan* is designed to be an all-hazard planning document that applies to any hazard that may require state coordination of recovery activities. However, it is most likely that the plan will be implemented following large-scale or catastrophic events that involve any one or a combination of the following characteristics:

- Exceeds community capacity across multiple counties or regions.
- Displaces a large number of people from their homes.
- Creates widespread damage to infrastructure, including public works and transportation systems.
- Causes large scale economic disruption.
- Damages natural or cultural resources.
- Disrupts public health or emergency medical and hospital services.

The maximum probable scenario in Oregon for a catastrophic disaster is a 9.0 CSZ earthquake and resultant tsunami. As described in the *Playbook*, expected impacts from a CSZ event include:

- Ground shaking for four to six minutes, causing massive critical infrastructure damage.
- Liquefaction and landslides causing disruption of transportation routes.
- Tsunami inundation of coastal areas with as little as 15 minutes warning.
- Up to 25,000 fatalities resulting from combined effects of the earthquake and tsunami.
- Buildings destroyed or damaged; as many as 10,000+ structures damaged.

2. Situation and Assumptions

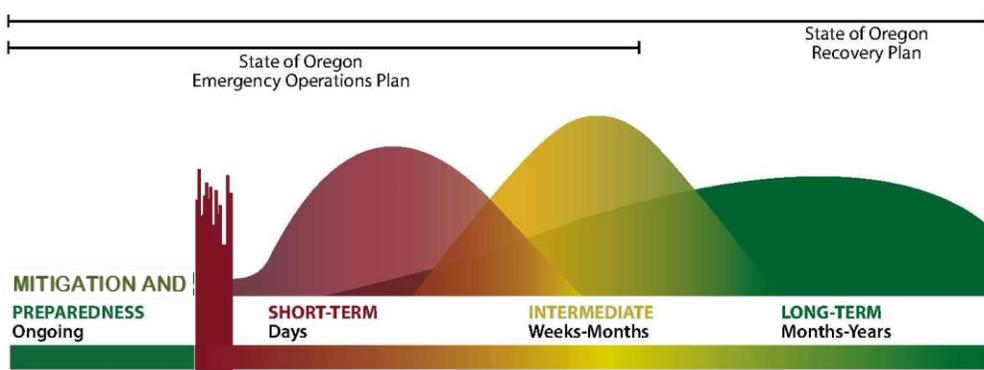
- Households destroyed or damaged; as many as 10,000+ people in need of shelter.
- \$30+ billion in economic losses.

See the *State of Oregon CSZ Plan* for a detailed overview of the CSZ scenario by region.

2.3 Recovery Continuum

Recovery capacity is defined as the capabilities necessary to assist communities affected by an incident to recovery effectively. Such capabilities include, but are not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources. The timeframes identified below for each phase in the recovery continuum are meant as guidelines, but the timeline of actual recovery activities may vary depending on the size and complexity of the disaster.

Figure 2-1 Recovery Continuum



2.3.1 Readiness

Focus: Preparing **Timeline:** Ongoing

Readiness efforts that build community and organization resiliency are paramount to the initiation, implementation, and success of recovery efforts. Specific efforts that must be undertaken in the readiness phase include:

- Pre-disaster planning, including maintenance and improvements of this plan, as well as local and tribal recovery plans, based on lessons learned and after action reports.
- Mitigation planning and project implementation at all levels (local, tribal, state) for natural, technological, and human-caused disasters.

2. Situation and Assumptions

- Building community capacity, including policy development and implementation, resource management, community education, infrastructure protection, recovery organization maintenance, and whole community planning and coordination.
- Conducting disaster readiness exercises and after action meetings.

2.3.2 Short-Term Recovery

Focus: Stabilizing **Timeline:** Up to one month

Short-term recovery focuses on stabilizing communities. This phase of recovery addresses health and safety needs beyond rescue, the assessment of damages and needs, the prioritization and restoration of basic infrastructure, and the mobilization of recovery organizations and resources.

Short-term recovery activities may include:

- Mass care and sheltering.
- Removal of debris on primary transportation routes.
- Supporting businesses with temporary infrastructure.
- Providing ongoing surveillance and response to the public health impacts of a disaster.
- Identifying those in need of emotional/psychological support.
- Providing emergency and temporary medical care.
- Assessing and understanding risks and vulnerabilities to mitigate impacts.

Short-term recovery activities are guided by the *State EOP* and coordinated through the State Emergency Coordination Center.

2.3.3 Intermediate Recovery

Focus: Rebuilding **Timeline:** Up to 18 months

Intermediate recovery focuses on rebuilding the community. This phase of recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

Intermediate recovery activities may include:

- Providing interim housing.

2. Situation and Assumptions

- Repairing and restoring infrastructure.
- Providing support to reestablish businesses.
- Engaging support networks to provide ongoing emotional/psychological support to those in need.
- Ensuring continuity of public health and health care services.
- Provide social services assistance to vulnerable populations, including food programs, unemployment programs, and self-sufficiency programs.
- Mitigating future impacts through education of the community on ways to rebuild stronger.

Intermediate recovery activities are guided by the *State EOP* (as related to ongoing short-term activities that have not been completed) and the *Oregon Disaster Recovery Plan*. Intermediate recovery activities will be coordinated through the State Coordinating Officer (SCO), or State Disaster Recovery Coordinator (SDRC) if designated.

2.3.4 Long-Term Recovery

Focus: Revitalizing **Timeline:** Up to 18 months or more

Long-term recovery focuses on revitalizing the community. This phase of recovery may continue for months or years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural; and built environments; and the transition to self-sufficiency, sustainability, and resilience.

Long-term recovery activities may include:

- Providing long-term housing solutions.
- Rebuilding of infrastructure to meet future needs.
- Implementing long-term economic revitalization.
- Providing ongoing psychological/emotional support.
- Reestablishing disrupted public health and health care resources.
- Ensuring continuation of key social services to support vulnerable populations.
- Implementing long-term mitigation strategies.

2. Situation and Assumptions

Table 2-1 Phases of Recovery

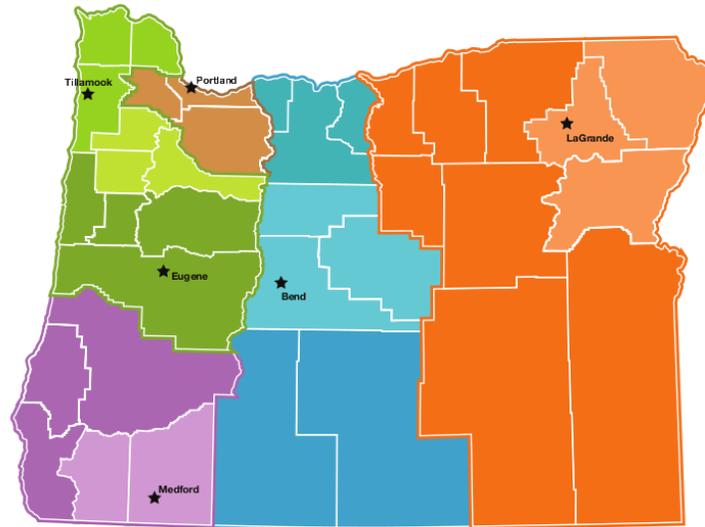
Recovery Phase	Short-Term	Intermediate	Long-Term
Focus	Stabilizing	Rebuilding	Revitalizing
Timeline After Disaster	Up to one month	Up to 18 months	Up to 18 months or more
Guiding Plan	Emergency Operations Plan	Emergency Operations Plan/Recovery Plan	Recovery Plan
Coordination	Recovery activities coordinated through State Emergency Coordination Center	Recovery activities coordinated by the State Coordinating Officer or State Disaster Recovery Coordinator	Recovery activities coordinated by the State Disaster Recovery Coordinator

2.4 Regional Approach to Recovery

Oregon is a diverse state, and its diverse communities' needs will vary based on geography, demographics, capability and culture. To the extent possible, the state will support recovery activities leveraging the existing regional framework established through the Regional Solutions program. This program divides the state into 11 regions that each works to identify local communities' economic and development needs and integrate state agency work and funding to provide solutions to those needs. Figure 2-2 shows the regions defined for this program.

2. Situation and Assumptions

Figure 2-2 Regional Solutions Map



Source: State of Oregon: Regional Solutions

Those regions are:

- **North Coast Region:** Clatsop, Columbia, and Tillamook Counties
- **Mid-Valley Region:** Marion, Polk, and Yamhill Counties
- **South Valley Region:** Benton, Lane, Lincoln, and Linn Counties
- **South Coast Region:** Coos, Curry, and Douglas Counties
- **Southern Region:** Jackson and Josephine Counties
- **Metro Region:** Multnomah, Washington, and Clackamas Counties
- **Central Region:** Crook, Deschutes, and Jefferson Counties
- **North Central Region:** Hood River, Sherman, and Wasco Counties
- **South Central Region:** Klamath and Lake Counties
- **Greater Eastern Region:** Gilliam, Grant, Harney, Malheur, Morrow, Umatilla, and Wheeler Counties
- **Northeast Region:** Baker, Union, and Wallowa Counties

2. Situation and Assumptions

2.5 Key Recovery Considerations

2.5.1 Resilience and Sustainability

A successful recovery process promotes practices that minimize a community's risk of impact from all hazards and strengthens its ability to withstand and recover from future disasters, which constitutes the community's resiliency. A successful recovery process also includes a rigorous assessment and understanding of risks and vulnerabilities that could endanger the community or pose additional recovery challenges.

2.5.2 Accessibility and Recovery

Large scale disasters may occur anywhere in the state. Disaster planning includes assessment of hazard, risk, and vulnerability for different locations as well as populations with access and functional needs, who may be more likely affected by a disaster and may find recovery to be most challenging. This all-hazards approach recognizes that each disaster will be unique in its impacts and the communities it affects, and therefore the need for different SRFs will vary according to a disaster's type and location.

2.5.3 Coordination with Mitigation Planning Efforts

Recovery and mitigation are closely linked, with ongoing mitigation planning efforts and implementation of mitigation projects playing a key role in ensuring the state's readiness to recover. This plan recognizes that recovery planning efforts must work in concert with mitigation planning activities and that there will be some overlap between the two aspects of emergency planning.

2.6 Plan Assumptions

The *Oregon Disaster Recovery Plan* is based on the following assumptions:

- Large scale disasters will occur in Oregon in both rural and urban settings and may take place in multiple locations simultaneously.
- Recovery activities will be initiated concurrently with response and will occur in short-, intermediate, and long-term phases, with the initial focus on population protection.
- Prompt and effective recovery operations will require coordination across the whole community, including emergency services, disaster relief, volunteer organizations, the private sector, and the public. All entities requested to assist will do so to the fullest extent of their ability.
- Recovery will be managed at the local level, with state support provided as local capabilities or resources are exceeded.

2. Situation and Assumptions

- Environmental, technological, and civil emergencies may be of a magnitude and severity that require federal assistance.
- All state entities involved in recovery efforts should be familiar with the NDRF and this plan, and should be trained and experienced in operating under the National Incident Management System (NIMS)/Incident Command System (ICS) protocol.

3

State Recovery Organization

3.1 Overview

Consistent with NIMS and ORS 401.032, disaster preparedness and recovery will be driven at the local level by local and tribal recovery organizations. The state's role will be to assist in readiness activities and recovery efforts when the required actions are beyond the capacity of the local jurisdiction where a disaster has occurred. This role will be fulfilled by the state recovery organization.

The state recovery organization is divided into a Policy Group, which provides overall direction for the state's recovery effort, and a Coordinating Group, which organizes the resulting actions carried out by the state and its partners.

The state recovery organization coordinates with the federal recovery management structure and local and tribal recovery organizations to harness federal and state resources in assisting with recovery.

3.2 Policy Group

Members of the Policy Group define the policy, funding, and resource orientations of the state recovery organization, and make the executive and legislative decisions necessary to enable members of the Coordinating Group to implement these orientations.

The Policy Group is structured by the following articles of the Oregon Constitution, ORS, and EOs:

- The Oregon Constitution, Article V, Section 1, establishes the Governor as the state's chief executive.
- The Oregon Constitution, Article III, Section 2, gives the state's Legislative Assembly power to exercise budgetary control over executive and administrative officers and agencies.
- The Oregon Constitution, Article III, Section 3, authorizes the Legislative Assembly to establish a joint committee composed of members of both houses to provide for emergency allocations and authorizations of state funds in the interim between legislative sessions.
- ORS 401.035 establishes the Governor as responsible for the emergency services system in the State of Oregon.

3. State Recovery Organization

- Executive Order 16-07 establishes the Governor’s Disaster Management Framework, whereby the Governor may activate the Governor’s Disaster Cabinet (GDC) and Economic Recovery Councils (ERCs) as policy entities directing the state’s response and recovery efforts.

3.2.1 Governor

As the state’s chief executive, the Governor directs the state recovery organization and bears ultimate responsibility for state actions. The Governor has the authority to shift state resources to meet emerging needs, as allowed under state law. When a major redirection of resources is required, the Governor is responsible for seeking authorizations and/or appropriations of funds from the State Legislature.

The Governor may activate and demobilize the GDC, ERCs, and other councils as needed, upon advice from the State Chief Operating Officer (State COO) and the OEM Director. The Governor also receives advice as requested from policy advisors within the Governor’s Office.

3.2.2 Legislative Assembly

The Legislative Assembly, composed of the House of Representative and the Senate, is the state’s legislative body. The Legislative Assembly approves the allocation of state resources and defines in law the authorities of all state agencies in accordance with the Oregon Constitution.

The Legislative Assembly is responsible for ensuring that the state’s laws and funding appropriations enable the Executive Branch to meet the needs of its citizens. In a recovery situation, the Legislative Assembly may be asked to specifically authorize and/or redirect state funds to support recovery efforts, or may initiate such action at its own behest.

3.2.3 Governor’s Disaster Cabinet

The Governor’s Disaster Cabinet (GDC) is comprised of the directors of each OERS Council agency, and is chaired by the Director of the Department of Administrative Services or other Governor’s designee. It includes the Secretary of State and State Treasurer. The OEM Director serves as the liaison to the State ECC for the GDC.

3.2.4 Economic Recovery Council

The Governor may activate ERCs in cases where post-disaster economic recovery will require substantial mobilization of resources beyond the capacity of local recovery organizations.

The ERCs follow the Oregon Regional Solutions model to mobilize and coordinate resources for locally identified projects. ERCs may also provide policy advice to the Governor regarding economic recovery issues. ERCs report to the Governor through the Director of Regional Solutions.

3. State Recovery Organization

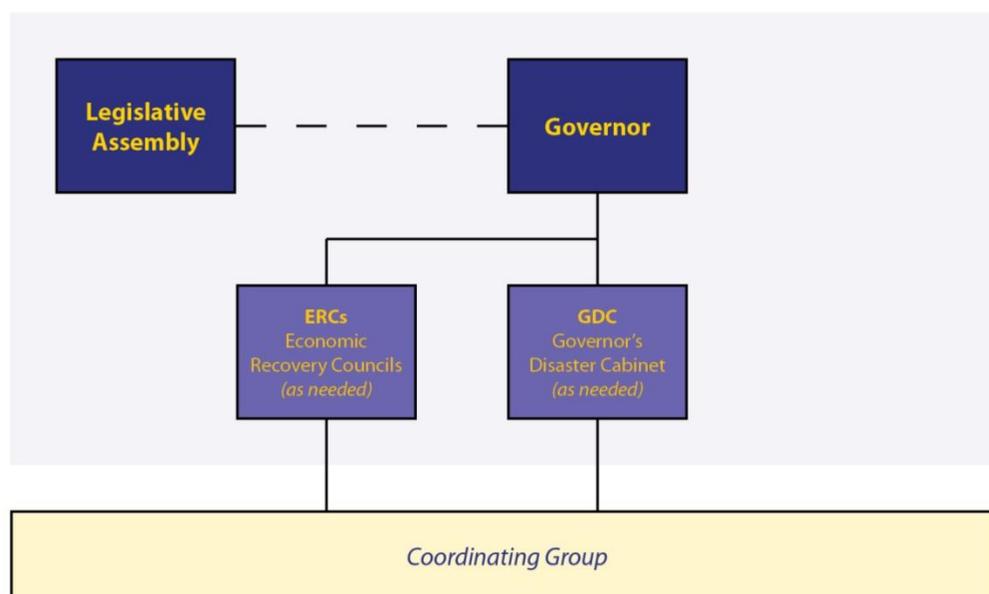
The Governor may choose to activate a single statewide ERC or multiple regional ERCs as appropriate if specific regions of the state are affected.

- When a single statewide ERC is activated, it is chaired by the Oregon Regional Solutions Director and staffed by the Oregon Solutions Network Steering Committee, chaired by the Director of Regional Solutions.
- When regional ERCs are activated, each one is staffed by the corresponding region's Regional Advisory Committee and chaired by the Director of Regional Solutions.

3.2.5 Summary

The following chart (Figure 3-1) summarizes the structure of the Policy Group by lines of authority and coordination.

Figure 3-1 State Recovery Organization – Policy Group



3.3 Coordinating Group

Members of this group are in charge of executing the decisions and recovery orientations taken by the Policy Group using the tools and resources made available. The SCO and SDRC are also responsible for requesting any required additional tools (statutory or funding) from the Policy Group as necessary to continue pursuing recovery efforts.

3. State Recovery Organization

The Coordinating Group is structured by the following ORS and guidance:

- ORS 401.052 establishes OEM as the responsible party for emergency prevention, preparation, response, and recovery.
- ORS 401.054 requires key state agencies to establish a liaison with OEM.
- The NDRF establishes a framework for coordination of the federal government's recovery organization, including the roles of Federal Coordinating Officer (FCO) and Federal Disaster Recovery Coordinator (FDRC).
- The NDRF proposes corresponding roles at the local, tribal, and state levels, including the SCO and SDRC.

3.3.1 State Coordinating Officer

The SCO's primary role is to coordinate recovery efforts among all state agencies, as well as between state and federal efforts with regard to initial recovery. The SCO coordinates the transition from response to recovery, using the Emergency Support Function (ESF) model as expressed in the *State EOP* and following the decisions and orientations of the Policy Group.

An SCO is typically appointed by the Governor when requesting a major disaster declaration. Upon Presidential approval, an FCO is designated (see Section 3.4.1 – Federal Recovery Organization). The SCO shall be an officer from OEM, in continuity with OEM's statewide emergency response coordination role. Over the course of intermediate recovery, the primary coordination of recovery efforts transitions from the SCO to the SDRC.

3.3.1.1 State Disaster Recovery Coordinator

An SDRC may be appointed by the SCO following a disaster in which enhanced recovery coordination support is needed. Once the SDRC is appointed, they work as a deputy to the SCO for all matters concerning disaster recovery. The SCO is responsible for the overall management of the state response to the disaster. The SDRC is responsible for facilitating recovery coordination and collaboration between state agencies and local, tribal, private sector, and voluntary, faith-based, and community organizations. In the absence of an SCO, the SDRC is appointed by and reports to the OEM Director.

As the state's efforts transition to recovery, the SDRC activates and coordinates the actions of the SRFs, in response to requests for assistance expressed at the local and/or tribal level, as well as directions flowing from the Policy Group.

3. State Recovery Organization

3.3.2 State Recovery Functions

SRFs are the organizing principle behind the state's support to local and tribal recovery organizations.

SRFs mobilize the authorities and expertise of multiple state agencies under a single coordinating agency or a multi-agency coordinating team that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such due to the frequency and degree of involvement in the SRF's scope of operations. Each SRF coordinating agency or team reports to the SDRC and channels requests for other SRFs and/or external support through the SDRC.

The *Oregon Disaster Recovery Plan* includes seven SRFs, analogous to the six federal RSFs. This structure facilitates efficient flow of information and resources from federal sources through the state recovery organization.

SRF organization is explained in detail in Chapter 4 – State Recovery Functions.

3.3.3 State Agency Directors

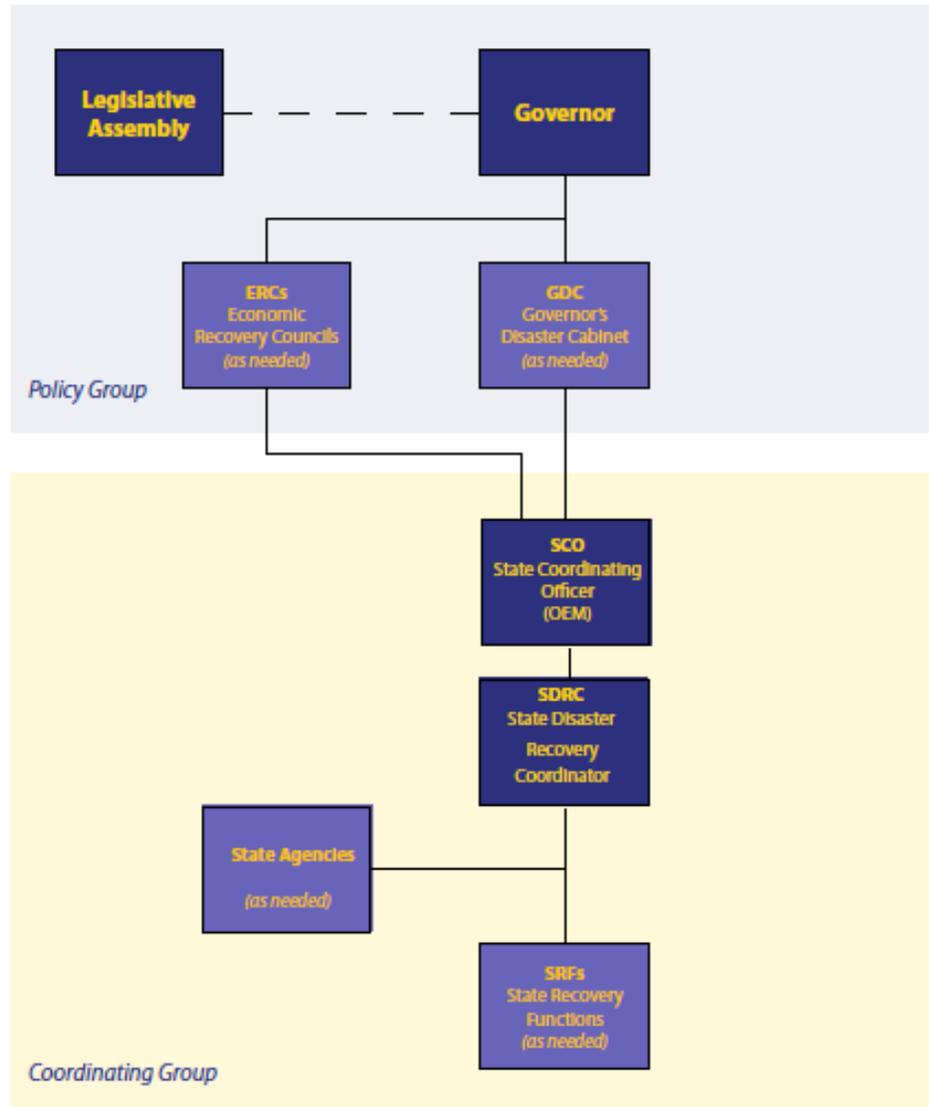
All directors of state agencies are responsible for contributing their agencies' resources to the efforts of the state recovery organization as requested by the Governor or State COO, within the limits of their legal authorities and available resources.

3.3.4 Summary

The following chart (Figure 3-2) summarizes the structure of both the Policy Group and Coordination Group by lines of authority and coordination.

3. State Recovery Organization

Figure 3-2 State Recovery Organization – Policy Group and Coordination Group



3.4 Relationship to Federal, Tribal, and Local Organizations

The state recovery organization is mobilized in response to disasters where recovery needs exceed the technical, logistical, or material resources available at the local and/or tribal level. As such, its primary purpose is to provide support and resources to tribal and local recovery organizations. In addition, in most disaster recovery situations, the state may receive assistance from the federal government, which organizes its activities in a federal recovery management structure.

3. State Recovery Organization

3.4.1 Federal Recovery Organization

Federal recovery policy is ultimately the responsibility of the President of the United States and the United States Congress. The coordinating group in the federal response and recovery organization is described by the NRF and the NDRF.

Per the NRF, the principal agent in domestic incident management is the Secretary of Homeland Security. The Administrator of the Federal Emergency Management Agency (FEMA) assists the Secretary and the President in implementing response and recovery activities.

In cases where an emergency or major disaster is declared under the Stafford Act, an FCO is appointed to coordinate federal government actions in the response and short-term recovery phase. As the level of disaster response activities declines, an FDRC takes on the responsibility of coordinating intermediate and long-term recovery.

3.4.1.1 Federal Coordinating Officer

The FCO coordinates the actions of federal agencies through the federal ESFs and manages FEMA's support to disaster response efforts as well as the transition from response to recovery.

The FCO is appointed by the President upon declaration of a major disaster or emergency under the Stafford Act, is typically a FEMA official, and serves as the direct federal liaison to the SCO.

3.4.1.2 Federal Disaster Recovery Coordinator

The FDRC coordinates and directs resource requests originating at the tribal and state levels to the appropriate RSFs. The FDRC serves as the direct liaison to the SDRC and, where appropriate, involved Tribal Disaster Recovery Coordinators.

In recovery situations following a major disaster declared under the Stafford Act, the FDRC is initially appointed as a deputy to the FCO, before taking over the full scope of federal recovery coordination. However, it should be noted that an FDRC may be activated without a Stafford Act declaration and that FDRCs have been appointed for each FEMA region, including FEMA Region Ten, which includes Oregon.

3.4.1.3 Recovery Support Functions

RSFs are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to implement required actions.

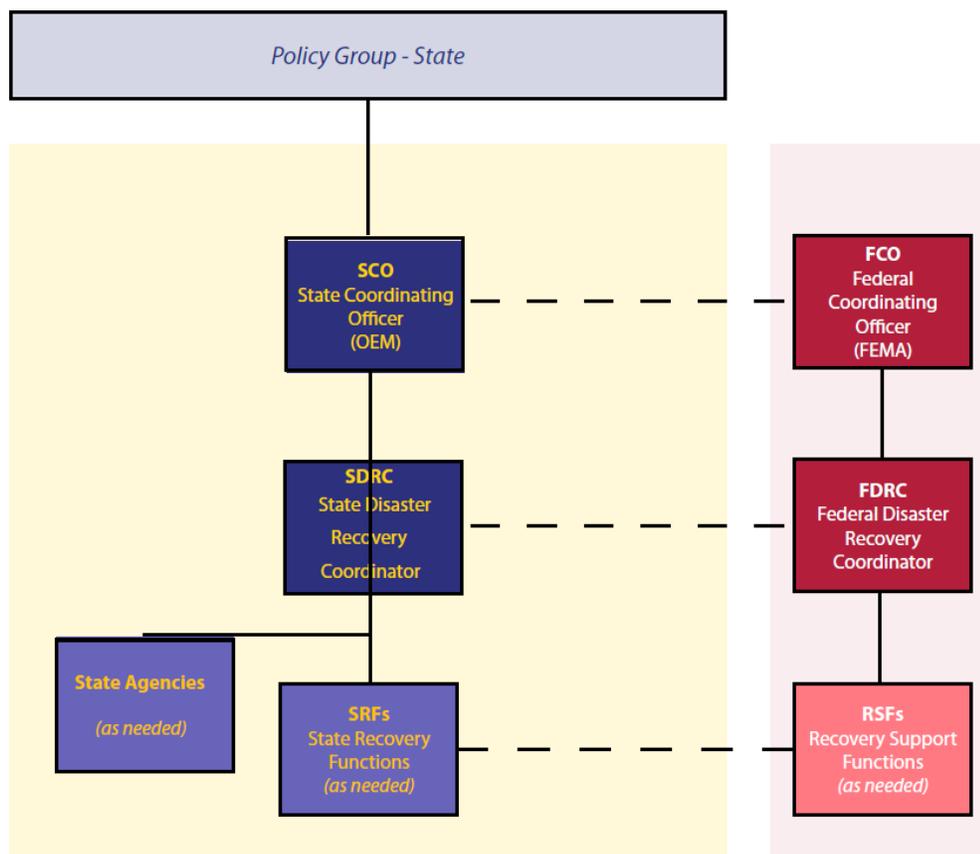
While higher-level coordination between the state and federal organizations will typically take place at the SCO/FCO or SDRC/FDRC level, day-to-day actions, as well as information and resource sharing, may take place directly between federal and state SRFs.

3. State Recovery Organization

3.4.1.4 Summary

The following chart (Figure 3-3) summarizes the basic structure of the federal recovery organization's coordinating elements as they relate to the state recovery organization.

Figure 3-3 Relationship between the State Recovery Organization and the Federal Recovery Organization



3.4.2 Local and Tribal Recovery Organizations

Local and tribal recovery organizations are the primary drivers of the recovery process. In order to function effectively, these organizations must mobilize resources and actors from the whole community and identify and communicate needs that exceed locally available resources or capabilities.

Local recovery organizations interact with the state, which coordinates distribution of state and federal resources. Local recovery organizations may consist of one or multiple local governments, as well as special districts, utilities, businesses, nongovernmental organizations (NGOs), and private citizens.

3. State Recovery Organization

A typical local recovery organization will be coordinated by the local government with primary jurisdiction (city or county). In cases where multiple incorporated and/or unincorporated communities are involved in a disaster recovery, the local recovery organization will typically be headed by the county.

Tribal recovery organizations represent individual sovereign nations recognized by the federal government. In addition, the State of Oregon has established relations with all nine federally recognized tribes within the state. As representatives of sovereign nations, tribal recovery organizations may elect to interact primarily with either the state or federal recovery organization, or with both.

Many different players may be involved within a local or tribal recovery organization. The following sections describe the typical key players and typical interaction with the state recovery organization.

3.4.2.1 Chief Executive

The local or tribal chief executive is typically an elected official such as a mayor, county chair, or tribal chair. These officials represent the citizens and/or members of their jurisdictions and typically control the resources at the disposal of their city, county, or tribe. This control may be subject to approval from a city, county, or tribal council, as described in the local or tribal government's charter or constitution. The chief executive is often the ultimate responsible party for the actions taken by his or her jurisdiction. The chief executive may also have day-to-day responsibility for the functioning of the jurisdiction's departments and agencies, or such responsibility may be delegated to a general manager or city manager.

As an elected representative of a jurisdiction, the chief executive may interact on a policy level with the state recovery organization, seeking assistance from the ERC, from the state legislator(s) representing the jurisdiction, or directly from the Governor's Office.

3.4.2.2 General Manager

In many local and tribal jurisdictions, a general manager, city manager, or equivalent official assumes responsibility for the operation of the departments and agencies that form the local or tribal government. Over the course of a recovery, the general manager is responsible for providing the resources and support available from the local or tribal government to the community.

The general manager may assist the chief executive in identifying policy-level needs to be addressed with the state recovery organization. In certain cases, the general manager may also act as the Local Disaster Recovery Manager (LDRM) or Tribal Disaster Recovery Coordinator (TDRC).

3. State Recovery Organization

3.4.2.3 Local Disaster Recovery Manager/Tribal Disaster Recovery Coordinator

The LDRM coordinates the day-to-day actions of the local recovery organization, facilitating cooperation between the cities, counties, special districts, utilities, and NGOs.

Within a single city or county, the LDRM may typically be designated as agreed between the appropriate jurisdiction's chief executive and general manager, or with the approval of the local council. The role could be filled by a city manager or another prominent local official or citizen. In major disaster recovery scenarios, an LDRM may be designated to coordinate recovery resources among multiple incorporated and/or unincorporated communities within a county. In such cases, the county general manager may be the most appropriate person to serve as LDRM.

The LDRM interacts with SRFs, and with the SDRC as necessary, to ensure flow of needed resources and information to the appropriate local players. The LDRM directs recovery resources flowing from state and federal sources to their appropriate recipients and helps ensure that administrative requirements for receiving any assistance are met, in coordination with the appropriate state or federal entity.

In contrast, the TDRC has a tribe-specific role and may interact directly with state and federal recovery organizations in addition to adjacent local jurisdictions. All nine federally recognized tribes in Oregon have established intergovernmental relationships with the state. Tribal geographic operating scale in Oregon varies as some tribes have lands in multiple counties, and tribes typically have working relationships with their adjacent local governments and special districts.

TDRC objectives and partners are therefore similar to those of an LDRM, but their level of authority is analogous to that of an SDRC. As sovereign entities, each tribe can decide who fills the role of TDRC and which level of non-tribal government to coordinate with during disaster recovery.

3.4.2.4 Utilities and Special Districts

Utilities and special districts are independent entities that operate at the local level, typically providing a defined public service (e.g., power, water, fire and emergency medical services, public transit, schools, waste management, etc.) within a bounded geographic area. A utility or special district's geographic area of service may span one or more incorporated and unincorporated communities. Special districts are usually contained within a single county. Larger utilities' area of service may span parts of several counties.

In a recovery situation, utilities and special districts may seek or provide assistance to local government in ensuring the restoration of services at pre-disaster levels and mitigating future disaster damage potential. Utilities and special districts should coordinate with the LDRM(s) and TDRC(s) for their area of service.

3. State Recovery Organization

3.4.2.5 Businesses, Industry, Non-Governmental Organizations

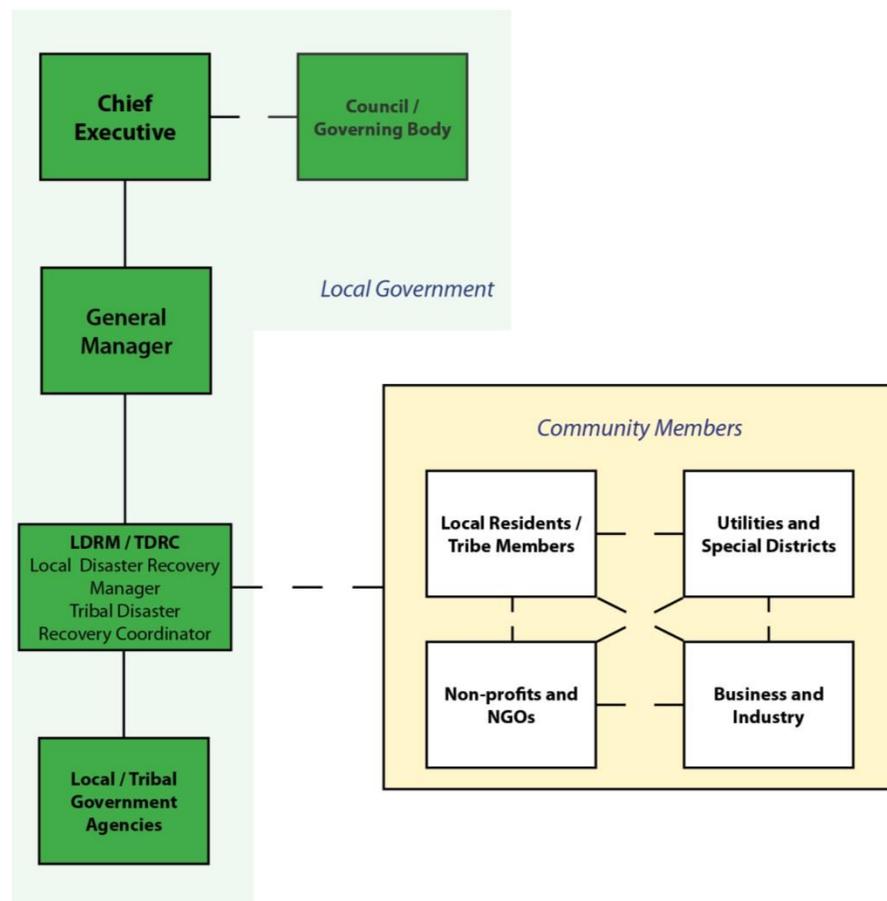
Businesses, industry, and NGOs, as well as local residents and/or tribe members, are all highly vested parties in the recovery process. Recovery efforts should focus on helping the whole community restore and revitalize their pre-disaster activities, through a combination of restoring public services and mitigating future risks.

NGOs and citizens may also provide invaluable support to the recovery effort, assisting each other and local and tribal government, utilities, and special districts in restoring services and economic activity. The LDRM/TDRC role needs to be widely publicized within a community to allow businesses, industries, NGOs, and individuals and families to access recovery resources and assistance.

3.4.2.6 Summary

The following chart (Figure 3-4) summarizes the typical structure of a local or tribal recovery organization and its relationship to community members.

Figure 3-4 Typical Local / Tribal Recovery Organization



3. State Recovery Organization

3.4.3 Summary of Relationships

Figure 3-5 summarizes the overall structure of and relationships between the local, tribal, state, and federal recovery organizations. It focuses on lines of authority and day-to-day coordination at the governmental level during a recovery.

3.5 Activation and Demobilization

Activation of the state recovery organization typically follows prior activation of the state's response functions as described in the *State EOP*. The only exception to this is the GDC, which may be activated by the Governor prior to an anticipated disaster. It should be noted that SRFs also exist in the preparedness phase, even when they have not been activated (see Chapter 4 – State Recovery Functions).

3.5.1 Short, Intermediate, and Long-Term Recovery

Table 3-1 shows the state and federal actors typically involved at during each phase of recovery. However, it should be noted that any part of the state recovery organization may be activated at any point during recovery, as deemed appropriate by the Policy Group.

3.5.2 Demobilization

Demobilization is a function of the activated entities in the State recovery organization.

The Governor activates and demobilizes the GDC and ERCs upon the advice of the State COO and the OEM Director.

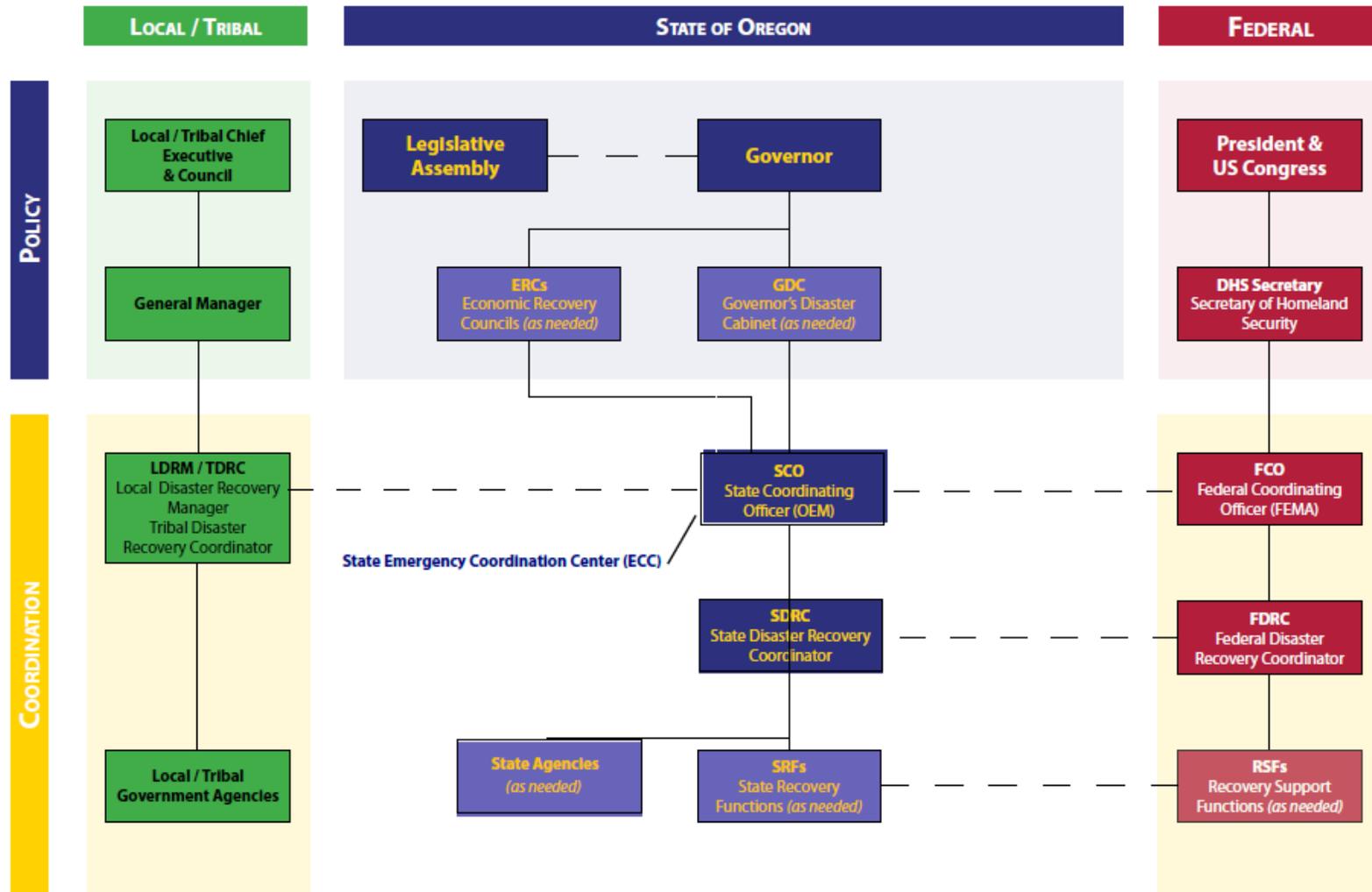
The SDRC activates and demobilizes SRFs as needed, based on requests from the Policy Group and local and tribal recovery organizations, and coordinates needs with the federal recovery organization.

In cases where the SDRC is selected within OEM, the OEM Director activates and demobilizes the SDRC. If the SDRC is appointed by the Governor or GDC, then the SDRC is demobilized by the Governor.

3. State Recovery Organization

Figure 3-5 Federal, State, Local, and Tribal Recovery Organizations – Lines of Authority and Coordination

Note: Because tribal recovery organizations represent sovereign nations, they have discretion to seek federal assistance directly or through the State of Oregon. This graphic illustrates the case where a tribe chooses to seek assistance through the State of Oregon.



3. State Recovery Organization

Table 3-1 Recovery and Involved Local, Tribal, State, and Federal Actors

	Local / Tribal Recovery Organization	SCO State Coordinating Officer (OEM)	SDRC State Disaster Recovery Coordinator	SRFs State Recovery Functions	FCO Federal Coordinating Officer (FEMA)	FDRC Federal Disaster Recovery Coordinator	RSFs Recovery Support Functions	GDC Governor's Disaster Cabinet	ERC Economic Recovery Council
SHORT-TERM	X		X	(as needed)		(as needed)	(as needed)		
INTERMEDIATE	X	X	X	(as needed)	X	(as needed)	(as needed)	(as needed)	(as needed)
LONG-TERM	X	X	X	X	X	X	X	X	X

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.

4. State Recovery Functions

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,

4. State Recovery Functions

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.

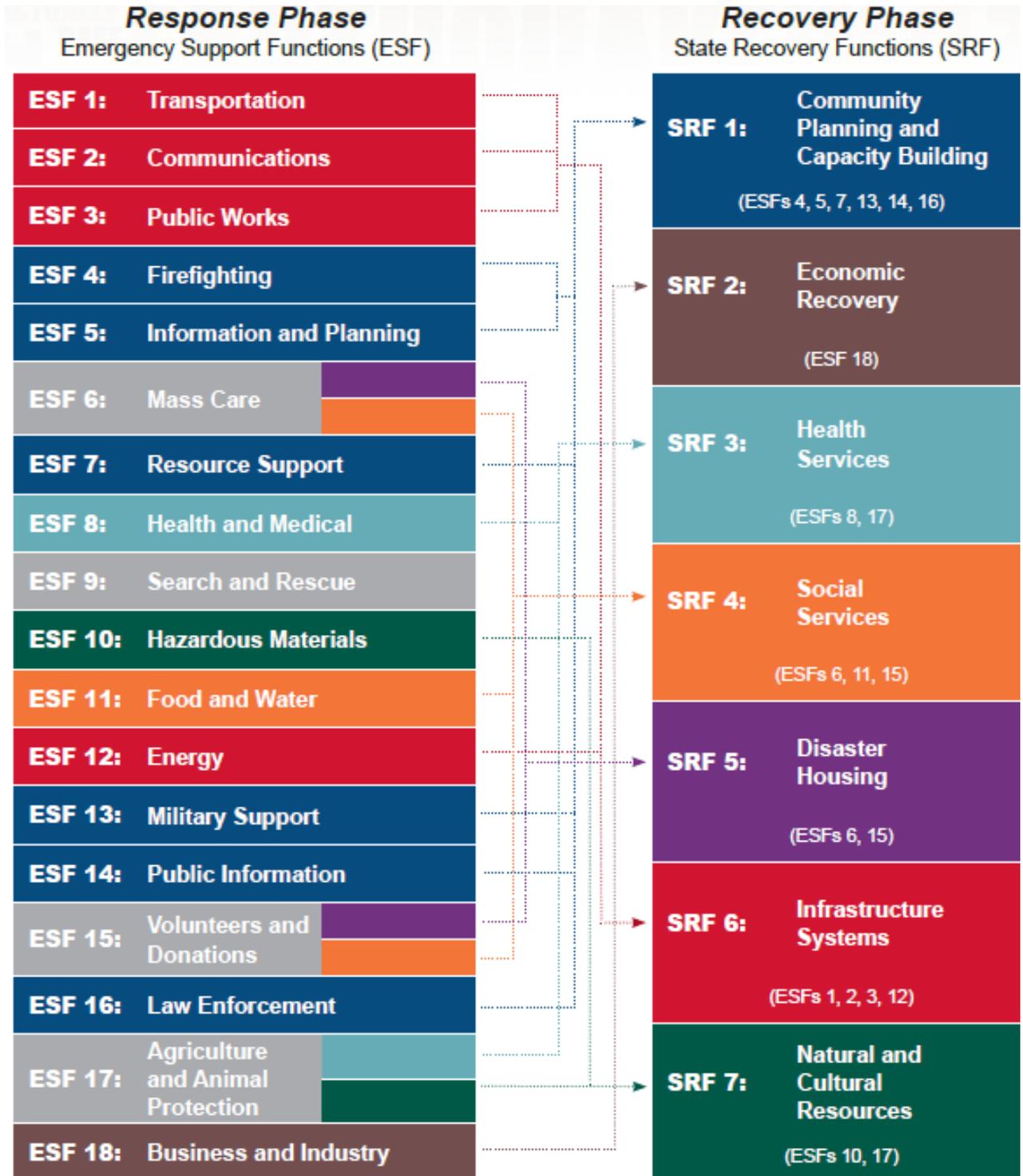
4.2.3.2 Coordinating, Primary and Supporting Agencies

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.

4. State Recovery Functions

Figure 4-1 ESFs and Successor SRFs



4. State Recovery Functions

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.

4. State Recovery Functions

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.

Coordinating Agency	Oregon Department of Land Conservation and Development
Primary Agencies <i>(SRF 1 for Supporting Agencies)</i>	Oregon Department of Land Conservation and Development Oregon Office of Emergency Management
Federal Coordinating Agency	Federal Emergency Management Agency
Related ESFs	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.

Table 4-1 SRF 1 – Roles and Responsibilities

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

4. State Recovery Functions

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

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.

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

4. State Recovery Functions

Readiness State	Activated State
<ul style="list-style-type: none"> ▪ Identify statutory, regulatory and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery ▪ Encourage and facilitate community economic development planning through appropriate State government agencies and programs. ▪ Develop initiatives to facilitate the integration of state efforts and resources with private capital and the business sector. ▪ Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques. ▪ Work with local and tribal officials to implement disaster-resistant building codes as well as incentives for businesses and individuals to conduct readiness activities. ▪ Promote the adoption of resiliency policies and practices in state agency programs and stakeholder operations, wherever appropriate. ▪ Sustain pre-disaster engagement activities with the leadership of local economic development agencies. ▪ Encourage the establishment of disaster information networks for businesses. ▪ Regularly update the SRF 2 annex, in coordination with primary and supporting agencies. 	<ul style="list-style-type: none"> ▪ Coordinate transition to economic recovery activities from response support activities ▪ 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. ▪ Work closely with local and tribal community leadership during disaster recovery to provide technical assistance and data related to economic development. ▪ Incorporate mitigation measures into redevelopment following a disaster to build the community back stronger and minimize future risk. ▪ 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. ▪ 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.

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.

Coordinating Agency	Oregon Health Authority
Primary Agencies <i>(SRF 3 for Supporting Agencies)</i>	Oregon Health Authority
Federal Coordinating Agency	Department of Health and Human Services
Related ESFs	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"> ▪ Incorporate planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESF 8 and ESF 17. ▪ Incorporate planning for the transition from recovery operations back to steady-state into preparedness and operational plans. ▪ 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. ▪ Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans. ▪ Regularly update the SRF 3 annex, in coordination with primary and supporting agencies 	<ul style="list-style-type: none"> ▪ Coordinate transition to health services recovery activities from response support activities ▪ Identify and mitigate potential recovery obstacles during the response phase, in collaboration with ESF 8 and ESF 17. ▪ Coordinate and leverage applicable state and federal resources for public health and healthcare services. ▪ Conduct state health services assessments with primary agencies. ▪ Provide technical assistance in the form of impact analyses and support recovery planning for public health and healthcare systems infrastructure. ▪ Coordinate with local, tribal, and federal partners to assess food, animal, water and air conditions to ensure safety. ▪ Establish communication and information-sharing forum(s) for public health and healthcare stakeholders. ▪ Develop and implement a plan to transition from public health and healthcare recovery operations back to a steady-state. ▪ Evaluate the effectiveness of public health and healthcare recovery efforts.

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

4. State Recovery Functions

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.

Coordinating Agency	Oregon Department of Human Services
Primary Agencies <i>(SRF 4 for Supporting Agencies)</i>	Oregon Department of Human Services
Federal Coordinating Agency	Department of Health and Human Services
Related ESFs	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.

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

4. State Recovery Functions

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

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.

Coordinating Agency	Oregon Housing and Community Services
Primary Agencies <i>(SRF 5 for Supporting Agencies)</i>	Oregon Housing and Community Services
Federal Coordinating Agency	Department of Housing and Urban Development
Related ESFs	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"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Coordinate transition to disaster housing recovery activities from response support activities

4. State Recovery Functions

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

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>Primary Agencies Coordinating Team <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>Federal Coordinating Agency</p>	<p>U.S. Army Corps of Engineers</p>
<p>Related ESFs</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.

4. State Recovery Functions

- 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"> ▪ Develop guidance and standard procedures for rapid activation of SRF capabilities to support community recovery. ▪ Identify relevant programs, capabilities, and limiting factors pertaining to recovery support for infrastructure systems. ▪ Provide a forum for interagency coordination, information sharing, and exchange of effective practices. ▪ 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. ▪ Regularly update the SRF 6 annex, in coordination with primary and supporting agencies 	<ul style="list-style-type: none"> ▪ Coordinate transition to infrastructure systems recovery activities from response support activities ▪ Coordinate state resources in support of the recovery of impacted infrastructure systems. ▪ 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. ▪ 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"> ▪ Avoids the redundant, counterproductive, or unauthorized use of limited capital resources. ▪ Helps resolve jurisdictional and other conflicts resulting from the competition for key resources essential to recovery. ▪ Sets a firm schedule and sequenced time structure for infrastructure recovery projects. ▪ 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. ▪ Promote rebuilding infrastructure in a manner which will reduce vulnerability to future disaster impacts. ▪ Review and identify codes, building permits, and waivers

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

4. State Recovery Functions

4.3.7 SRF 7: Natural and Cultural Resources

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

Coordinating Agency	Oregon Department of Environmental Quality
Primary Agencies <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
Federal Coordinating Agency	Department of the Interior
Related ESFs	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.

4. State Recovery Functions

Readiness State	Activated State
<ul style="list-style-type: none"> ▪ Identify relevant state programs and resources supporting the preservation, protection, conservation, rehabilitation, and restoration of natural and cultural resources during recovery. ▪ Develop a Natural and Cultural Resources Recovery Action Plan to identify and communicate priority actions in the activated phase. ▪ 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. ▪ 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. ▪ 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. ▪ As part of ongoing hazard mitigation planning, assess appropriate hazard mitigation strategies for the protection of cultural resources. ▪ Regularly update SRF 7 annex in coordination with primary and supporting agencies 	<ul style="list-style-type: none"> ▪ Coordinate support of cross-jurisdictional natural and cultural resource issues. ▪ Identify opportunities to enhance natural and cultural resource protection with hazard mitigation strategies. ▪ 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. ▪ Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues. ▪ Promote a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.

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

THIS PAGE LEFT BLANK INTENTIONALLY

5

Implementation and Maintenance

5.1 Plan Communication

Each coordinating agency, and each agency within a coordinating team, within the state recovery organization has committed to participation in the *Oregon Disaster Recovery Plan*, including disseminating details of the plan to their primary and supporting agencies and employees through a formalized mechanism to ensure that all who may become involved in recovery functions are prepared to do so.

The *Oregon Disaster Recovery Plan* will be reviewed and revised as appropriate, and submitted to the Governor's Office for formal review and adoption every five years, or more frequently based on significant lessons learned from exercises or real world disasters. Signatures will be required for all subsequent updates to the plan.

5.2 Plan Modifications

The Plan Administrator—the OEM Mitigation and Recovery Services Section Manager—will coordinate reviews, revisions, and re-adoption of this plan every five years or when changes occur, to incorporate lessons learned from exercises or real world disasters. All substantive changes will be reviewed and approved by the State Recovery Planning Committee, comprising representatives from OEM and the Department of Administrative Services (DAS), and representatives from the coordinating agency or team for each SRF, and transmitted to the Governor's Office for review and approval. Changes to the annexes, excluding the Governor's Executive Order, and appendices, and non-substantive changes to the Basic Plan, may be made by Plan Administrator with review by the State Recovery Planning Committee.

SRF Annexes will be reviewed and revised by the designated coordinating agency or team annually, with changes transmitted to the Plan Administrator for approval by the State Recovery Planning Committee.

5.3 State Recovery Function Ongoing Readiness

It essential that coordinating agencies and the whole community perform ongoing readiness activities so they are prepared to implement recovery functions in the wake of large scale disasters that may occur with little or no warning. To ensure that readiness activities are undertaken and sustained, coordinating agencies will:

- Assign work groups to undertake ownership of their respective SRFs.
- Create a work plan that describes how the plan will be maintained.

5. Implementation and Maintenance

- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education about the plan and creating a mechanism to obtain feedback for its improvement.

5.4 State Recovery Function Post-Disaster Activation

Agencies must be prepared for activation of the *Oregon Disaster Recovery Plan* and SRFs as soon as response to a large scale disaster occurs.

5.5 Coordination with the Whole Community

Effective recovery requires full participation of the entire community, including local, tribal, state, territorial, and federal governmental partners; local recovery organizations; private and nonprofit sectors, such as businesses, faith-based, and social service organizations; and the general public. Whole community participation is best driven from the local level but requires engagement by partners at all levels to be successful. The state recovery organization will support local recovery organizations' efforts to engage partners through:

- Sharing the *Oregon Disaster Recovery Plan* and updates.
- Providing guidance for development of local level recovery plans.
- Providing outreach resources and tools.

5.6 Training and Exercises

Each coordinating agency or team will ensure that recovery staff are trained as part of ongoing preparedness so that the full resources and capabilities of the agency are available with little forewarning. Key staff should undertake initial, refresher, and just-in-time training on the Basic Plan portion of the *Oregon Disaster Recovery Plan*, and on the SRF Annex for which the agency is designated as the coordinating agency or as a coordinating team member, and on all other SRFs for which the agency could have a supporting role. Training records must be kept and made available at the request of the Plan Administrator.

The state will conduct exercises annually to test and evaluate this plan. The exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises. After action findings and improvement recommendations will be used to update the *Oregon Disaster Recovery Plan* as appropriate.

5. Implementation and Maintenance

Local recovery organizations should exercise their designated RSF annually with their community recovery partners, including local agencies; private and non-profit sectors such as businesses, faith-based, and social service organizations; and the general public. The exercises will consist of a variety of discussion- and operations-based exercises. Homeland Security Exercise and Evaluation Program procedures and tools should be used to develop, conduct, and evaluate these exercises. Recovery after action reports should be transmitted to appropriate SRF organizations as outcomes of these exercises.

THIS PAGE LEFT BLANK INTENTIONALLY

A

References

THIS PAGE LEFT BLANK INTENTIONALLY

Federal

- Federal Emergency Management Agency, *National Disaster Recovery Framework*, 2013
- Federal Emergency Management Agency, *Recovery Federal Interagency Operations Plan*, 2014
- Federal Emergency Management Agency, *National Response Framework*, 2013
- Public Law 113-2, including
 - Disaster Relief Appropriations Act, 2013
 - Sandy Recovery Improvement Act of 2013

State

- Oregon Revised Statutes, Chapter 401, 2017
- Executive Order 16-07, *Governor's Disaster Management Framework*, March 2016
- State of Oregon Office of Emergency Management, *Emergency Operations Plan*, April 2017
- State of Oregon Office of Emergency Management, *Cascadia Playbook*, 2016
- State of Oregon Office of Emergency Management, *Cascadia Subduction Zone Catastrophic Operations Plan*, 2012
- *Oregon Natural Hazards Mitigation Plan*, 2015
- Oregon Seismic Safety Policy Advisory Commission, *The Oregon Resilience Plan*, 2013

THIS PAGE LEFT BLANK INTENTIONALLY

B

Acronyms and Abbreviations

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B. Acronyms and Abbreviations

Acronyms and Abbreviations

CDBG	Community Development Block Grants
CEMP	(State of Oregon) <i>Comprehensive Emergency Management Plan</i>
COO	Chief Operating Officer
CRest	Coastal Resilience Networks
CRS	Community Relations Service
CSCOR	Center for Sponsored Coastal Ocean Research
CSZ Plan	Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
CSZ	Cascadia Subduction Zone
DAS	Department of Administrative Services
DCBS	Department of Consumer and Business Services
DEQ	Department of Environmental Quality
DLCD	Department of Land Conservation and Development
ECC	(State) Emergency Coordination Center
ECWAG	Emergency Community Water Assistance Grants
EDA	Economic Development Administration (U.S. Dept. of Commerce)
EO	Executive Order
EOP	Emergency Operations Plan
ERC	Economic Recovery Council
ESA	Endangered Species Act
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
GDC	Governor's Disaster Cabinet
GIS	Geographic Information System

Appendix B. Acronyms and Abbreviations

HUD	(Department of) Housing and Urban Development
ICS	Incident Command System
LDRM	Local Disaster Recovery Manager
NASA	National Aeronautics and Space Administration
NDRF	<i>National Disaster Recovery Framework</i>
NEPA	National Environmental Policy Act
NGO	nongovernmental organization
NGO	Non-governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRCS	Natural Resources Conservation Service
NRF	<i>National Response Framework</i>
ODA	Oregon Department of Agriculture
ODF	Oregon Department of Forestry
ODFW	Oregon Department of Fish and Wildlife
ODOE	Oregon Department of Energy
ODOT	Oregon Department of Transportation
OEM	(Oregon Military Department) Office of Emergency Management
OHA	Oregon Health Authority
OHCS	Oregon Housing and Community Services
OPRD	Oregon Parks and Recreation Department
ORS	Oregon Revised Statutes
PDM	Pre-Disaster Mitigation
Playbook	Cascadia Playbook
PPD-8	Presidential Policy Directive 8
PUC	Public Utility Commission
RSF	Recovery Support Function

Appendix B. Acronyms and Abbreviations

SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator
SHPO	State Historic Preservation Office/Officer
SRAP	State Recovery Action Plan
SRF	State Recovery Function
SRSS	State Recovery Support Strategy
Stafford Act	Robert T. Stafford Disaster Relief and Emergency Assistance Act
State EOP	<i>State of Oregon Emergency Operations Plan</i>
TDRC	Tribal Disaster Recovery Coordinator
TEFAP	The Emergency Food Assistance Program
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture
WRD	Water Resources Department

THIS PAGE LEFT BLANK INTENTIONALLY

State Recovery Function Annexes

1

SRF 1 – Community Planning and Capacity Building

THIS PAGE LEFT BLANK INTENTIONALLY

SRF 1. Community Planning and Capacity Building

Table of Contents

1 Purpose and Scope	SRF 1-1
1.1 Purpose.....	SRF 1-1
1.2 Scope.....	SRF 1-1
2 Assumptions.....	SRF 1-2
3 Concept of Operations	SRF 1-3
3.1 Organization.....	SRF 1-3
3.1.1 State Recovery Functions	SRF 1-3
3.1.2 Federal Recovery Support Functions	SRF 1-3
3.2 Readiness	SRF 1-4
3.3 Activation	SRF 1-5
3.3.1 Transition from Response	SRF 1-5
3.3.2 Activated State	SRF 1-6
3.3.3 Transition to Readiness.....	SRF 1-6
3.4 Community Planning and Capacity Building Recovery Support Strategy	SRF 1-6
4 Roles and Responsibilities	SRF 1-7
4.1 Coordinating Agency: DLCDC	SRF 1-7
4.2 Primary Agencies.....	SRF 1-7
4.2.1 Oregon Department of Land Conservation and Development.....	SRF 1-7
4.2.2 Oregon Office of Emergency Management	SRF 1-8
4.3 Supporting Agencies	SRF 1-8
4.3.1 Oregon Department of Administrative Services.....	SRF 1-8
4.3.2 Oregon Department of Consumer and Business Services	SRF 1-8
4.3.3 Oregon Department of Environmental Quality	SRF 1-8
4.3.4 Oregon Department of Geology and Mineral Industries ...	SRF 1-8
4.3.5 Oregon Department of Justice.....	SRF 1-8
4.3.6 Oregon Department of State Lands.....	SRF 1-9
4.3.7 Oregon Department of Forestry.....	SRF 1-9
4.3.8 Oregon Department of Energy.....	SRF 1-9
4.3.9 Oregon Department of Transportation.....	SRF 1-9
4.3.10 Oregon Health Authority/Public Health Division.....	SRF 1-9
4.3.11 Oregon Housing and Community Services.....	SRF 1-10
4.3.12 Business Oregon	SRF 1-10
4.4 Community Partners	SRF 1-10

SRF 1. Community Planning and Capacity Building

5 Activities by Recovery PhaseSRF 1-11
5.1 Readiness SRF 1-11
5.2 Short-Term Recovery SRF 1-12
5.3 Intermediate Recovery SRF 1-12
5.4 Long-Term Recovery SRF 1-13

6 SRF Development and MaintenanceSRF 1-13

7 Supporting DocumentsSRF 1-14

8 AppendicesSRF 1-14
Appendix A – SRF 1 Federal Programs..... SRF 1-15

SRF 1. Community Planning and Capacity Building

SRF 1 Tasked Agencies	
Coordinating Agency	Oregon Department of Land Conservation and Development (DLCD)
Primary Agencies	Oregon Department of Land Conservation and Development (DLCD) Oregon Office of Emergency Management (OEM)
Supporting Agencies	Oregon Department of Administrative Services (DAS) Oregon Department of Consumer and Business Services (DCBS) Oregon Department of Environmental Quality (DEQ) Oregon Department of Geology and Mineral Industries (DOGAMI) Oregon Department of Justice (DOJ) Oregon Department of State Lands (DSL) Oregon Department of Forestry (ODF) Oregon Department of Energy (ODOE) Oregon Department of Transportation (ODOT) Oregon Health Authority / Public Health Division (OHA/PHD) Oregon Housing and Community Services (OHCS)
Federal Coordinating Agency	Federal Emergency Management Agency (FEMA)

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 1, Community Planning and Capacity Building, and the six other SRFs are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of SRF 1; as well as its objectives, key activities, and areas of support; and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 1 is to integrate state assets and capabilities to help local governments, tribal governments, and impacted communities address long-term community recovery needs after large-scale and catastrophic incidents.

1.2 Scope

SRF 1 is designed to provide guidance to state departments in aiding local and tribal partners in addressing recovery of the physical, economic, and social environment of the whole community.

SRF 1. Community Planning and Capacity Building

The following activities fall within scope of SRF 1:

- Assist in the identification of community resources for recovery.
- Coordinate with disaster response, hazard mitigation, sustainability, and resiliency planning efforts.
- Provide support to training and preparation of community planning and capacity building partners.
- Assist in the assessment of overall community recovery needs, resources, and challenges.
- Identify government and citizen goals, policies, priorities, plans, programs, and methods of recovery implementation.
- Support community disaster education efforts to promote individual, family, and community self-sufficiency.
- Coordinate with and augment all community disaster response and recovery services and resources.

2 Assumptions

The following assumptions guide SRF 1 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- Local community recovery planning and recovery capacity building are essential for organizing, leading, and, most importantly, sustaining long-term recovery activity.
- An integrated, holistic, accessible, and simplified recovery management and planning process provides a forum for community input, expedites sound decision making, and sustains implementation of recovery at the local level.
- Hazard mitigation and sustainability are emphasized during support efforts and integrated into overall CPCB planning and recovery activity.

SRF 1. Community Planning and Capacity Building

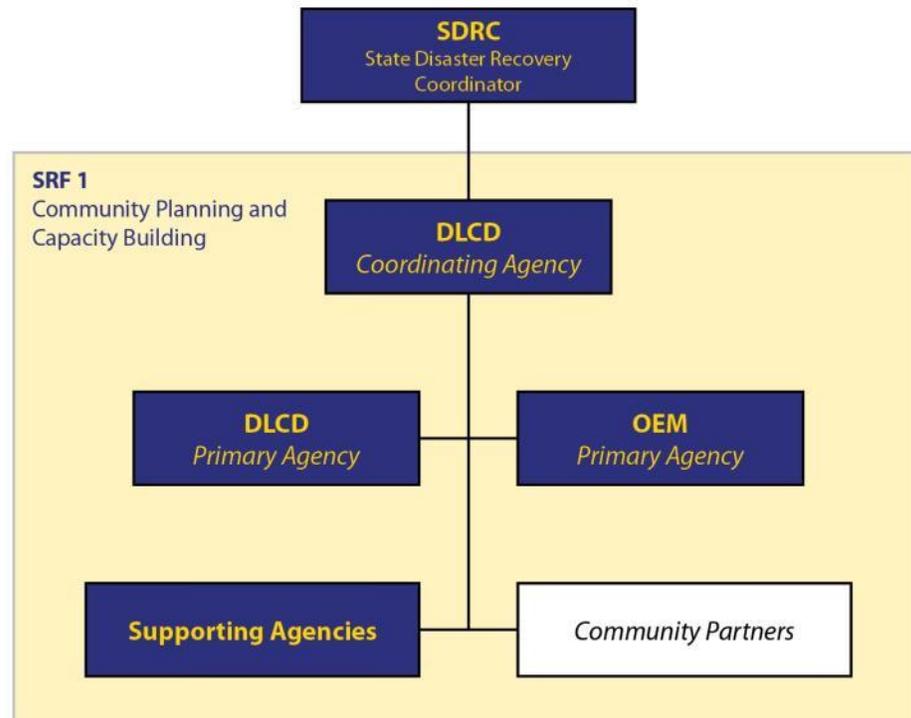
3 Concept of Operations

3.1 Organization

3.1.1 State Recovery Functions

SRFs are the organizing principle behind the state's support of local and tribal recovery organizations.

SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such based on their frequency and degree of involvement in the SRF's scope of operations. Each SRF coordinating agency reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other SRFs and/or external support through the SDRC.

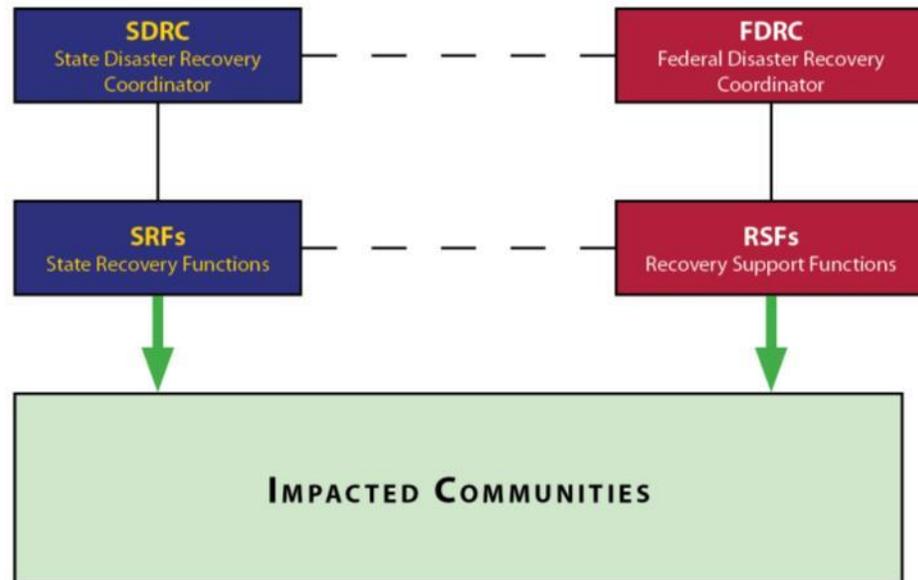


3.1.2 Federal Recovery Support Functions

Recovery Support Functions (RSFs) are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

SRF 1. Community Planning and Capacity Building

While higher-level coordination between state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or State/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may be coordinated directly between SRFs and federal RSFs.

**3.2 Readiness**

SRF 1 exists in a state of readiness at all times. In the readiness state:

- As the coordinating agency, the Department of Land Conservation and Development (DLCD) regularly convenes representatives from DLCD and the Office of Emergency Management (OEM) to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.
- As primary agencies, DLCD and OEM prepare their agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document.
- Supporting agencies are engaged by the relevant primary agency (DLCD or OEM) to ensure their readiness to efficiently and effectively assist when needed.

SRF 1. Community Planning and Capacity Building**3.3 Activation**

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer (SCO). As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate SRFs.

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

The SDRC and the State Coordinating Officer (SCO) are responsible for agreeing on the timing of transition from response to recovery.

When the SDRC activates SRF 1, DLCD is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:

- ESF 5 – Information and Planning
- ESF 7 – Resource Support
- ESF 14 – Public Information

Primary agencies for each ESF will be responsible for informing DLCD of ongoing efforts that need to continue in the recovery phase and providing all relevant materials and contact information.



SRF 1. Community Planning and Capacity Building**3.3.2 Activated State**

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support in the field of community planning and capacity building.
- The SDRC and DLCD define short, intermediate, and long-term recovery goals and objectives for community planning and capacity building. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- DLCD coordinates assignments for DLCD, OEM, and supporting agencies as appropriate; checks regularly on the status of requests and assistance; and reports progress and issues to the SDRC.
- DLCD may be called upon to provide SRF status reports and briefings to the Governor's Disaster Cabinet (GDC) and/or the Economic Recovery Council (ERC) as needed.
- DLCD and OEM deploy their capabilities according to prioritized needs identified by DLCD, or the GDC/ERC. Deployed teams request additional support as needed. Supporting agencies provide complementary resources and capabilities, responding as needed to requests from DLCD and OEM.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of DLCD, will regularly assess whether current community planning and capacity building support continues to require special coordination under SRF 1. When the SDRC determines that special coordination is no longer required, SRF 1 will revert to the readiness state.

3.4 Community Planning and Capacity Building Recovery Support Strategy

The SDRC may request SRF 1, via DLCD, to prepare a Community Planning and Capacity Building Recovery Support Strategy to inform the overarching State Recovery Support Strategy. This strategy will provide information to guide state disaster housing recovery activities and should include the following information:

- Existing data on local and tribal needs for planning support
- Initial priorities for community planning and capacity building
- Recommendations for SRF 1 support

SRF 1. Community Planning and Capacity Building

Activities and tasks that may support development of the Community Planning and Capacity Building Support Strategy include the following:

- Gather and aggregate information for situational awareness on organizational challenges, planning needs, and recovery capacity among impacted local and tribal jurisdictions in the disaster areas.
- Prepare summary profiles of conditions and potential limitations in the most impacted jurisdictions.
- Identify potential community planning and capacity building recovery partners and resources available, including any relevant federal programs.

4 Roles and Responsibilities**4.1 Coordinating Agency: DLCD**

The coordinating agency for SRF 1 is the DLCD. As the coordinating agency, DLCD is responsible for the following:

- Represent SRF 1 at the Governor's Disaster Cabinet.
- Facilitate communication and collaboration between SRF 1 primary and supporting agencies as well as other SRFs.
- Coordinate development and regular update of a Community Planning and Capacity Building Support Strategy to inform the overall State Recovery Support Strategy.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

4.2 Primary Agencies

The primary agencies for SRF1 are DLCD and OEM.

4.2.1 Oregon Department of Land Conservation and Development

As a primary agency, DLCD is responsible for the following:

- Administer the state land use planning system.
- Provide technical assistance to local and tribal partners on land use planning and waivers post-disaster.

SRF 1. Community Planning and Capacity Building**4.2.2 Oregon Office of Emergency Management**

As a primary agency, OEM is responsible for the following:

- Provide hazard mitigation and grants technical assistance, including the Hazard Mitigation Grant Program, Homeland Security Grant Program, and Emergency Management Performance Grants.
- Support federal disaster assistance to local and tribal partners through federal public assistance and individual assistance programs.

4.3 Supporting Agencies

The following agencies have been designated as supporting agencies to SRF 1 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Department of Administrative Services

- Provide supplies, facility space, telecommunications support, transportation services, and contracting services (e.g., contracting rules and regulations, pricing agreements) through a centralized system.

4.3.2 Oregon Department of Consumer and Business Services

- Provide economic assessment reports and subject matter expertise for economic recovery strategies post-disaster.

4.3.3 Oregon Department of Environmental Quality

- Provide technical assistance on human health and environmental protection issues, including sustainable planning, healthy, and efficient communities.
- Provide technical assistance on using environmentally sound and sustainable approaches in infrastructure projects.

4.3.4 Oregon Department of Geology and Mineral Industries

- Provide technical support for hazard mitigation activities including decisions on re-building locations, stability and resilience.
- Provide scientific data and information for community planning recovery decisions.

4.3.5 Oregon Department of Justice

- Provide pre-disaster consultation on legal requirements for recovery activities.
- Ensure that state recovery activities are performed within the bounds of the law.

SRF 1. Community Planning and Capacity Building

- Defend the civil rights of all Oregonians and support fair, impartial, efficient, and transparent administration of justice at the local, tribal, and state levels.
- Protect rights and prevent abuses wherever needed in coordination with disaster recovery partners.
- Ensure that individuals are protected through law and order during all recovery phases.

4.3.6 Oregon Department of State Lands

- Provide technical assistance to local and tribal partners regarding planning activities that may impact state lands and waters of the state.
- Ensure that state and local planning activities are consistent with area management plans.

4.3.7 Oregon Department of Forestry

- Provide technical assistance to local and tribal partners regarding planning activities that may impact state forest lands.
- Advise on planning practices that may impact the forest products industry.
- Promote sustainable forest management in all recovery activities.

4.3.8 Oregon Department of Energy

- Administer assistance programs and funds that can be used for repair or recovery of utility systems.

4.3.9 Oregon Department of Transportation

- Administer transportation assistance programs and funds that can be used for repair or recovery of transportation systems.
- Supply information about transportation projects, plans, and programs relevant to the disaster-affected area.
- Provide technical assistance to efforts, including long-range planning and engineering of transportation infrastructure systems.

4.3.10 Oregon Health Authority/Public Health Division

- Administer assistance programs and funds that can be used for recovery of the healthcare system.

SRF 1. Community Planning and Capacity Building**4.3.11 Oregon Housing and Community Services**

- Provide assistance for housing, neighborhood stabilization, infrastructure, mortgage financing, and public housing repair and reconstruction.
- Administer assistance programs that address antipoverty, homelessness, energy assistance, and community service programs, including the Community Service Block Grants program.
- Assist in projects to promote the restoration or creation of inclusive, sustainable communities.

4.3.12 Business Oregon

- Administer funding for recovery planning and projects under the Community Development Block Grant program.

4.4 Community Partners

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of community planning and capacity building.

- Association of Oregon Counties
- City, county, and tribal Planning Departments
- City, county, and tribal Emergency Managers
- League of Oregon Cities
- Oregon Partnership for Disaster Resilience
- Regional Disaster Planning Organization
- Tribal Enterprises
- U.S. Army Corps of Engineers (USACE) Silver Jackets

Primary and supporting agencies for SRF 1 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase and for having the necessary tools to engage these partnerships upon SRF activation.

SRF 1. Community Planning and Capacity Building

5 Activities by Recovery Phase

5.1 Readiness

SRF 1 remains in a state of readiness at all times through preparedness activities such as coordinated community-wide planning, education, training, and resource augmentation. The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to community planning and capacity building support of local and tribal governments and impacted communities during disaster recovery.
 - Support creation of recovery strategies that are organized, inclusive, planned, sustainable, and resilient
 - Facilitate development of recovery partnerships and networks
 - Ensure that plans incorporate the whole community (local, tribal, state, and territorial partners; nongovernmental organizations such as faith-based and nonprofit groups and private-sector; and individuals, families, and communities)
 - Incorporate a transition to recovery in all response plans
 - Implement or support plans that promote self-preparedness of community members
- Ensure that the resources, abilities, capacities, and authorities required to implement community planning and capacity building are available and coordinated within each primary and supporting agency.
 - Ensure that government resources are available and sufficient to address recovery of the physical, economic, and social environment of the community
 - ◆ Build recovery skills, competencies, resources, and abilities of the whole community, including coordinating and support agencies; local, tribal, private, and nonprofit organizations; and individuals and families through education, training, and procurement
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
- Identify and maintain relevant contact information for SRF 1 representatives in each primary and supporting agency.

SRF 1. Community Planning and Capacity Building**5.2 Short-Term Recovery**

Short-term recovery for communities will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized an SDRC may be appointed and may activate SRF 1 to support ongoing community planning and capacity building activities.

SRF 1 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities to assess and address immediate resource, ability, and capacity gaps.
- Identify, communicate, and provide available resources from partner agencies to impacted communities.
- Facilitate the extension of expertise to communities so that response activities support immediate and coordinated transition to recovery.
- Develop an approach for evaluating and prioritizing the recovery of community assets.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure.

SRF 1 intermediate recovery activities may include the following:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, updating as required.
- Identify specific communities or areas of concern.
- Perform a Conditions Assessment to:
 - Gather situational awareness on organizational challenges, planning needs, and recovery capacity across affected communities
 - Identify data sources to assess impacts in affected communities
 - Collate data on conditions, capacities, resources, and impacts on affected communities
- Assess cross-cutting community planning and capacity building disaster issues, potential partners, opportunities, considerations, and challenges. Regularly reassess and provide prioritized and coordinated resources and technical expertise to promote recovery of the physical, economic, and social environment of affected communities.

SRF 1. Community Planning and Capacity Building**5.4 Long-Term Recovery**

Community recovery activities can potentially extend for more than 18 months, and SRF 1 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 1 long-term recovery activities may include the following:

- Continue to update the SRF Recovery Strategy as recovery progresses.
- Continually reassess intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories.
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF Annex is essential to implementation of the community planning and capacity building function. To ensure readiness activities are undertaken and sustained DLCD will:

- Assign work groups, as needed, to undertake ownership of their respective SRFs.
- Create a work plan that describes how the SRF will be maintained and implemented.
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and create a mechanism to obtain feedback for its improvement.

SRF 1. Community Planning and Capacity Building

7 Supporting Documents

Other important documents that provide guidance on community planning and capacity building include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 5 – Information and Planning
 - ESF 7 – Resource Support
 - ESF 14 – Public Information
- OEM, Disaster Recovery Assistance Guidebook

Federal

- Federal Emergency Management Agency, *National Disaster Recovery Framework*, September 2011
- Federal Emergency Management Agency, *Recovery Federal Interagency Operational Plan, Annex A: Community Planning and Capacity Building Recovery Support Function*, July 2014

8 Appendices

- Appendix A – SRF 1 Federal Programs

SRF 1. Community Planning and Capacity Building

Appendix A – SRF 1 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Coastal Resilience Networks “CRest” Grant Program	Department of Commerce - National Oceanic and Atmospheric Administration	These funds implement activities to enhance resilience of coastal communities to natural hazard and climate risks (which include storms, flooding, sea level rise, climate change, etc.). Projects should provide beneficial public outcomes for coastal communities to address existing and potential future risks to coastal infrastructure, local economies, vulnerable populations, and the natural environment. Projects that connect existing federal, state, and local programs are very desirable, as are efforts that engage the public and include one or more of the following: preparedness, recovery, risk and vulnerability, adaptation, and under-served or under-represented populations.	Availability of CRest funds is dependent upon annual Congressional appropriations. Applicants can request \$100,000 to \$350,000 per year for a single project. Eligible applicants include U.S. Flag Pacific Islands; the Gulf of Mexico; and the West Coast (California, Oregon, and Washington), as well as local or county governments; nonprofit organizations; regional authorities; and institutions of higher education in these regions.	N/A	11.473 Coastal Resilience Networks “CRest” Grant Program
Coastal Zone Management Administration Awards	Department of Commerce - National Oceanic and Atmospheric Administration	These grants assist states in implementing and enhancing coastal zone management programs that have been approved by the secretary of commerce. Grants can be used for planning and implementing nonstructural coastal flood mitigation projects and coastal wetlands restoration.	Eligible applicants include any coastal U.S. state or territory whose coastal zone management program has been approved by the secretary of commerce	N/A	11.419 Coastal Zone Management Administration Awards

SRF 1. Community Planning and Capacity Building

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Earth System Observations and Modeling	National Aeronautics and Space Administration (NASA) - Science Mission Directorate	Technical and scientific assistance to provide information on changes in the earth's surface (e.g., observations, predictions, mapping) related to disaster events. On a case-by-case basis, NASA technology and capabilities may provide data products and models related to earth observations that may have application for scaling or measuring change related to disaster events and their aftermaths.	Federal agencies and states	N/A	
Economic Adjustment Assistance Program	Department of Commerce – Economic Development Administration	The activating mechanism is a federal declaration, such as a declaration of disaster by the President. The intent is to respond to the short- and long-term effects of severe economic dislocation events on communities. Grants are provided for planning, technical assistance, revolving loan funds, and infrastructure construction to help affected communities accelerate economic recovery and implement strategic actions to reduce the risk of economic damage and loss in commercial and industrial areas from future disasters.	Eligible applicants include state, city, or other political subdivisions of a state; or a consortium of political subdivisions, an economic development district, or a public or private nonprofit organization or association acting in cooperation with officials of a political subdivision; an institution of higher education, or a consortium of institutions of higher education; or an Indian tribe. Area eligibility requirements, including special area eligibility due to a disaster declaration, are set forth in EDA's current regulations.	See current EDA regulations	11.307 Economic Adjustment Assistance
Fisheries Disaster Relief	Department of Commerce – National Oceanic and Atmospheric Administration	The intent is to deal with commercial fishery failures due to fishery resource disasters. Project grants and/or cooperative agreements for assessing the effects of commercial fishery failures, restoring fisheries or preventing future failures, or assisting fishing communities affected by the failures.	Eligible applicants include agencies of state governments or fishing communities	Minimum 25 percent	11.477 Fisheries Disaster Relief

SRF 1. Community Planning and Capacity Building

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Flood Mitigation Assistance Program</p>	<p>Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)</p>	<p>Provides project grants to assist States, Federally - recognized Indian tribal governments, and communities with the goal of reducing or eliminating claims under the National Flood Insurance Program (NFIP).</p> <p>There are three types of FMA grants available to applicants:</p> <ul style="list-style-type: none"> • Planning Grants - to prepare flood mitigation plans; • Project Grants - to implement measures to reduce flood losses, such as elevation, acquisition or relocation of NFIP-insured structures; and • Management Cost Grants - for the grantee to help administer the FMA program and activities. 	<p>The State or community must first develop (and have approved by FEMA) a flood mitigation plan that describes the activities to be carried out with assistance provided under this program. The plan must be consistent with a comprehensive strategy for mitigation activities, and be adopted by the State or community following a public hearing.</p>	<p>FEMA may contribute up to 100 percent Federal cost share for severe repetitive loss properties or the expected savings to the NFIP for acquisition or relocation activities (the GSTF value for property acquisition may be offered to the property owner if the project is not cost-effective using pre-event or current market value); FEMA may contribute up to 90 percent Federal cost share for repetitive loss properties; and FEMA may contribute up to 75 percent Federal cost share for NFIP-insured properties. The applicant or subapplicant is responsible for the remaining non-Federal share of eligible activity costs.</p>	<p>97.029 Flood Mitigation Assistance</p>
<p>Pre-Disaster Mitigation (PDM) Program</p>	<p>Department of Homeland Security – Federal Emergency Management Agency</p>	<p>This program provides planning and project grants for hazard mitigation planning and for implementing projects prior to a disaster event. The PDM program provides funding to reduce loss of life as well as damage and destruction to property from natural hazards.</p>	<p>Eligible applicants include state emergency management agencies or a similar office of the state, the District of Columbia, US territories, and federally recognized Indian tribal governments. Each applicant may submit an unlimited amount of sub-applications for eligible planning/project activities that the applicant has reviewed and approved in eGrants.</p>	<p>N/A</p>	<p>97.047 Pre-Disaster Mitigation (PDM) Competitive Grants</p>

SRF 1. Community Planning and Capacity Building

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Silver Jackets Interagency Program	U.S. Army Corps of Engineers (USACE)	Silver Jackets teams are activated through discussions with the state Hazard Mitigation Officer, the State National Flood Insurance Program Coordinator, a Federal Emergency Management Agency Region representative, and a USACE District representative. Once established, the teams are ongoing and meet on a regular basis—not just in response to an event. This concept provides a more formal and consistent strategy for implementing an interagency approach to planning and implementing measures to reduce the risks associated with natural hazards. The Silver Jackets Program will serve as the mechanism for developing and maintaining interagency partnerships and collectively moving towards solutions to high priority issues.	States and local public agencies in areas identified in the governor's request. Local cooperation is required to provide necessary lands, easements, and rights of way; indemnify the federal government from damages due to authorized work; and satisfactorily maintain any permanent flood control works involved.	None	None

2

SRF 2 – Economic Recovery

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Purpose and Scope	SRF 2-1
1.1	Purpose.....	SRF 2-1
1.2	Scope.....	SRF 2-2
2	Assumptions.....	SRF 2-2
3	Concept of Operations	SRF 2-2
3.1	Organization.....	SRF 2-2
3.1.1	Economic Recovery Councils	SRF 2-2
3.1.2	State Recovery Functions	SRF 2-3
3.1.3	Federal Recovery Support Functions	SRF 2-4
3.2	Readiness	SRF 2-5
3.3	Activation	SRF 2-5
3.3.1	Transition from Response	SRF 2-6
3.3.2	Activated State	SRF 2-6
3.3.3	Transition to Readiness.....	SRF 2-7
3.4	Economic Recovery Action Plan	SRF 2-7
4	Roles and Responsibilities	SRF 2-7
4.1	Coordinating Agency: Business Oregon	SRF 2-7
4.2	Primary Agencies.....	SRF 2-8
4.2.1	Business Oregon.....	SRF 2-8
4.2.2	Oregon Department of Consumer and Business Services	SRF 2-8
4.3	Supporting Agencies.....	SRF 2-9
4.3.1	Oregon Department of Administrative Services.....	SRF 2-9
4.3.2	Oregon Department of Environmental Quality.....	SRF 2-9
4.3.3	Oregon Department of State Lands.....	SRF 2-9
4.3.4	Oregon Department of Agriculture.....	SRF 2-9
4.3.5	Oregon Department of Community Colleges and Workforce Development.....	SRF 2-9
4.3.6	Oregon Department of Forestry.....	SRF 2-9
4.3.7	Oregon Department of Energy.....	SRF 2-9
4.3.8	Oregon Employment Department.....	SRF 2-9
4.3.9	Oregon Judicial Department.....	SRF 2-10
4.3.10	Oregon State Marine Board.....	SRF 2-10
4.3.11	Public Utility Commission of Oregon	SRF 2-10
4.3.12	Oregon Department of Revenue.....	SRF 2-10

SRF 2. Economic Recovery

4.3.13 Oregon Office of the State Treasurer SRF 2-10
4.3.14 Travel Oregon (Oregon Tourism Commission)..... SRF 2-10
4.3.15 Oregon Office of the Secretary of State..... SRF 2-10
4.3.16 Oregon Regional Solutions..... SRF 2-10
4.4 Community Partners SRF 2-11

5 Activities by Recovery PhaseSRF 2-11
5.1 Readiness SRF 2-11
5.2 Short-Term Recovery SRF 2-12
5.3 Intermediate Recovery SRF 2-13
5.4 Long-Term Recovery SRF 2-13

6 SRF Development and MaintenanceSRF 2-14

7 Supporting DocumentsSRF 2-15

8 AppendicesSRF 2-15
Appendix A – SRF 2 Federal Programs..... SRF 2-17

SRF 2. Economic Recovery

SRF 2 Tasked Agencies	
Coordinating Agency	Business Oregon
Primary Agencies	Business Oregon Oregon Department of Consumer and Business Services (DCBS)
Supporting Agencies	Oregon Department of Administrative Services (DAS) Oregon Department of Environmental Quality (DEQ) Oregon Department of State Lands (DSL) Oregon Department of Agriculture (ODA) Oregon Department of Community Colleges and Workforce Development (CCWD) Oregon Department of Forestry (ODF) Oregon Department of Energy (ODOE) Oregon Employment Department (OED) Oregon Judicial Department (OJD) Oregon State Marine Board (OSMB) Public Utility Commission of Oregon (PUC) Oregon Department of Revenue (Revenue) Oregon Office of the State Treasurer (Treasury)* Travel Oregon (Oregon Tourism Commission) Oregon Office of the Secretary of State (SOS)* Oregon Regional Solutions
Federal Coordinating Agency	Department of Commerce (DOC)

* Indicates an organization headed by an independently elected state official. The State Recovery Plan is intended to provide guidance for those activities, but support of state recovery activities is the prerogative of the elected that is responsible for the organization.

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 2, Economic Recovery, and the six other SRFs, are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of economic recovery, as well as its objectives, key activities and areas of support, and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 2 is to integrate the expertise of state agencies to facilitate the efforts of local governments, tribal governments, and impacted communities to sustain and rebuild businesses and employment, and to develop economic opportunities that result in sustainable and economically resilient communities after significant natural and human-caused disasters.

SRF 2. Economic Recovery**1.2 Scope**

SRF 2 is designed to provide guidance to state departments in aiding local and tribal partners in re-establishing financial conditions for continued function of the whole community for immediate, short-term, and long-term recovery. The following activities are encompassed within the scope of SRF 2:

- Support development of local, tribal, and private sector economic recovery plans.
- Provide financial and technical assistance to businesses impacted by the disaster to facilitate economic recovery.
- Assist in economic damage assessment.
- Support individual economic recovery through workforce development activities.

2 Assumptions

The following assumptions guide SRF 2 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- Intermediate and long-term economic vitality and resilience are primary objectives of the recovery process and are essential in ensuring the success of other dimensions of recovery.

3 Concept of Operations**3.1 Organization****3.1.1 Economic Recovery Councils**

The Governor may activate Economic Recovery Councils (ERCs) in cases where post-disaster economic recovery will require substantial mobilization of resources beyond the capacity of local recovery organizations.

SRF 2. Economic Recovery

The ERCs follow the Oregon Regional Solutions model to mobilize and coordinate resources for locally identified projects. ERCs may also provide policy advice to the Governor regarding economic recovery issues. ERCs report to the Governor through the Director of Regional Solutions.

The Governor may choose to activate a single statewide ERC or multiple regional ERCs as appropriate if specific regions of the state are affected.

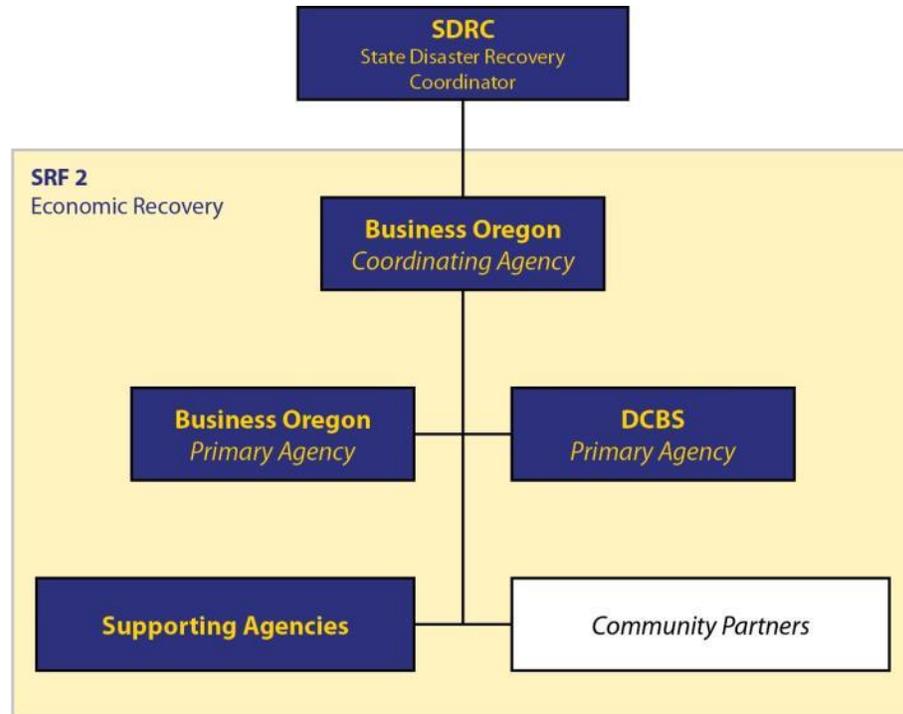
- When a single statewide ERC is activated, it is chaired by the Oregon Regional Solutions Director and staffed by Oregon Solutions Network Steering Committee, which is chaired by the Director of Regional Solutions.
- When regional ERCs are activated, each ERC is staffed by the corresponding region’s Regional Advisory Committee and chaired by the Director of Regional Solutions.

3.1.2 State Recovery Functions

SRFs are the organizing principle behind the state’s support of local and tribal recovery organizations.

SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such based on their frequency and degree of involvement in the SRF’s scope of operations. Each SRF coordinating agency reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other SRFs and/or external support through the SDRC.

SRF 2. Economic Recovery

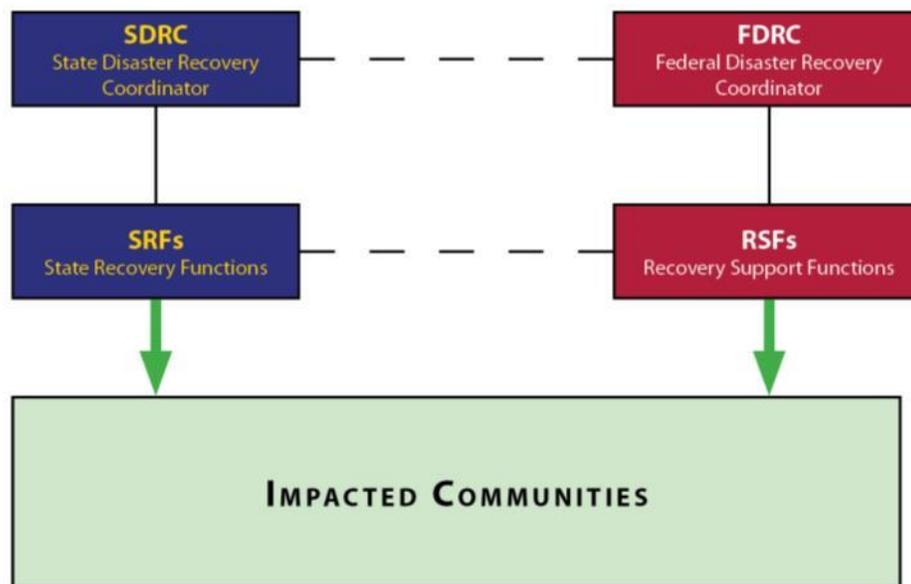


3.1.3 Federal Recovery Support Functions

Recovery Support Functions (RSFs) are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

While higher-level coordination between state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or State/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may be coordinated directly between SRFs and federal RSFs.

SRF 2. Economic Recovery



3.2 Readiness

SRF 2 exists in a state of readiness at all times. In the readiness state:

- As the coordinating agency, Business Oregon regularly convenes representatives from Business Oregon, the Department of Consumer and Business Services (DCBS), and supporting agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.
- As the primary agencies, Business Oregon and DCBS prepare their agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document.
- Supporting agencies are engaged by the relevant primary agency (Business Oregon or DCBS) to ensure their readiness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate SRFs.

SRF 2. Economic Recovery

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery.
- When the SDRC activates SRF 2, Business Oregon is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - ESF 18 – Business and Industry
- Business Oregon is also the primary agency for ESF 18. The team responsible for ESF 18 will inform the team responsible for SRF 2 of ongoing efforts that need to continue in the recovery phase and will provide all relevant materials and contact information.
- As the coordinating agency, Business Oregon will engage the Economic Recovery Council as established by EO 16-07.



3.3.2 Activated State

In the activated state:

- The SDRC receives requests from the ERC, local governments, tribal governments, and impacted communities requiring state support for economic recovery.
- The SDRC develops a State Recovery Support Strategy to guide actions throughout the recovery phase, activating SRF 2 if needed.
- The SDRC and Business Oregon define short, intermediate, and long-term recovery goals and objectives for economic recovery. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- Business Oregon coordinates identified assignments for Business Oregon, DCBS, and supporting agencies as appropriate; checks regularly on the status of requests and provided assistance; and reports progress and issues to the SDRC.
- Business Oregon may be called upon to provide SRF status reports and briefings to the Governor's Disaster Cabinet and/or the Economic Recovery Council as needed.

SRF 2. Economic Recovery

- Business Oregon and DCBS deploy their capabilities according to needs identified by Business Oregon, or the GDC/ERC. Deployed teams request additional support as needed.
- Supporting agencies provide complementary resources/capabilities, responding as needed to requests from Business Oregon and DCBS.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of Business Oregon, will regularly assess whether current economic recovery support continues to require special coordination under SRF 2. When the SDRC determines that special coordination is no longer required, SRF 2 will revert to the readiness state.

3.4 Economic Recovery Action Plan

The ERC or SDRC may request SRF 2, via Business Oregon, to prepare an Economic Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state economic recovery activities and should include the following information:

- Existing data on local and tribal needs for economic recovery
- Initial priorities for economic recovery
- Recommendations for SRF 2 support
- Briefings to Economic Recovery Council

4 Roles and Responsibilities**4.1 Coordinating Agency: Business Oregon**

The coordinating agency for SRF 2 is Business Oregon. As the coordinating agency, Business Oregon is responsible for the following:

- Facilitate communication with and between Business Oregon, primary agencies, and supporting agencies for SRF 2.
- Coordinate efforts to implement economic recovery activities.
- Coordinate development and regular update of an Economic Recovery Strategy to inform the overall State Recovery Support Strategy.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

SRF 2. Economic Recovery

4.2 Primary Agencies

The primary agencies for SRF 2 are Business Oregon and DCBS.

4.2.1 Business Oregon

As a primary agency, Business Oregon is responsible for the following:

- Compile demographic and economic baseline data (e.g., pre-disaster conditions) for impacted areas.
- Provide economic development technical assistance and subject matter expertise for regional economic recovery in impacted areas.
- Provide technical assistance and (as available and appropriate) capital and financial resources to businesses located in impacted areas seeking to rebuild operations.
- Assist communities and businesses located in impacted areas in obtaining competitive grant funds for economic recovery projects.
- Maintain continued support for business development, as well as women- and minority-owned businesses in impacted areas.
- Provide technical assistance to businesses for accessing foreign markets to encourage outside investment.
- Provide grants and technologies to spur the recovery of ecosystem-dependent economies, to restore economically important habitats and to create mechanisms for the mitigation of damages.

4.2.2 Oregon Department of Consumer and Business Services

As a primary agency, DCBS is responsible for the following:

- Protect consumers from potentially exploitative post-disaster practices in the financial and insurance industries.
- Provide technical assistance to homeowners, businesses, and local and tribal governments in impacted areas related to state and federal disaster insurance.
- Continue coordination of occupational health/safety issues in impacted areas, and provide additional assistance as funds are authorized.
- Provide technical support to local building departments for issues relating to building code compliance in impacted areas with damaged buildings.
- Coordinate the filing of worker's compensation claims for injuries sustained in emergency response and recovery activities.

SRF 2. Economic Recovery

4.3 Supporting Agencies

The following agencies have been designated as supporting agencies to SRF 2 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Department of Administrative Services

- Provide administrative and contracting support to state economic recovery activities.
- Provide support to economic damage assessment and development activities through the State Economist.

4.3.2 Oregon Department of Environmental Quality

- Provide technical assistance to facilitate environmental permits required to operate regulated facilities located in impacted areas.

4.3.3 Oregon Department of State Lands

- Provide technical assistance for the restoration of economic activities permitted on state lands.
- Support recovery activities for port facilities.

4.3.4 Oregon Department of Agriculture

- Provide technical assistance toward the restoration of agricultural business activities in impacted areas.

4.3.5 Oregon Department of Community Colleges and Workforce Development

- Provide technical assistance for workforce development activities.

4.3.6 Oregon Department of Forestry

- Provide technical assistance toward the restoration of forestry activities in impacted areas.

4.3.7 Oregon Department of Energy

- Monitor the availability of fuel in impacted areas.
- Work with petroleum industry partners to identify alternate fuel source, delivery systems, and allocate fuel to priority users to support recovery activities.

4.3.8 Oregon Employment Department

- Provide technical assistance for workforce development activities.

SRF 2. Economic Recovery

4.3.9 Oregon Judicial Department

- Support consumer and business protection efforts through the courts system, enforcing applicable State of Oregon laws.

4.3.10 Oregon State Marine Board

- Support the restoration of boating and related economic activities such as fisheries and tourism.

4.3.11 Public Utility Commission of Oregon

- Maintain, strengthen, or relax the regulatory regime imposed on utilities in order to ensure continuity of service in recovering areas, as appropriate and authorized by law.

4.3.12 Oregon Department of Revenue

- Adjust tax collection and payment schedules to facilitate economic recovery.
- Support financial and tax literacy through education and outreach for individuals and businesses.

4.3.13 Oregon Office of the State Treasurer

- Adjust the State of Oregon’s financial targets and transactions to support the availability of funds for recovery activities.

4.3.14 Travel Oregon (Oregon Tourism Commission)

- Collect economic impact data for Oregon’s tourism industry after a disaster.
- Liaise with tourism industry stakeholders.

4.3.15 Oregon Office of the Secretary of State

- Facilitate post-disaster business licensing activities to facilitate new business growth.
- Provide technical information for nonprofits organizations.

4.3.16 Oregon Regional Solutions

- Support regional delivery of economic recovery support to local and tribal partners.

SRF 2. Economic Recovery**4.4 Community Partners**

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of economic recovery:

- Association of Oregon Counties
- League of Oregon Cities
- Regional Disaster Planning Organization

Primary and supporting agencies for SRF 2 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase and for having the tools necessary to activate these partnerships upon SRF activation.

5 Activities by Recovery Phase**5.1 Readiness**

SRF 2 remains in a state of readiness at all times through preparedness activities such as maintaining and enhancing the economic vitality of communities through development and implementation of economic strategies, and facilitating delivery of response and recovery funds. The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Identify and facilitate delivery of state and federal funding sources that can be accessed for each phase of recovery.
- Perform pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to economic support of local and tribal governments and impacted communities during disaster recovery.
 - Maintain an inventory of public, private, and individual assistance funding programs, including grants and loans.
 - Engage communities to ensure awareness of disaster funding resources.
 - Develop and implement homeownership and business incentives to stabilize the tax base of local communities.
 - Implement workforce development programs to address unemployment in prioritized communities.
 - Foster partnerships with local business organizations to ensure awareness of resources and strengths and to address economic vulnerabilities.

SRF 2. Economic Recovery

- ◆ Provide technical expertise to businesses for development of business continuity plans.
- ◆ Create or enhance business retention and expansion programs.
- Ensure that the resources and authorities required to implement economic recovery plans and procedures are available and coordinated within each primary and supporting agency.
 - Ensure work force capacity to assist with requests for government, private, and individual financial assistance during and after disasters.
 - Provide technical expertise to business' development of continuity of business plans.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
- Identify and maintain relevant contact information for SRF 2 representatives in each primary and supporting agency.

5.2 Short-Term Recovery

Short-term recovery for communities will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate SRF 2 to support ongoing economic recovery activities.

SRF 2 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities to perform an economic impact assessment.
- Work with local governments, tribal governments, and impacted communities to assess and address economic capacity gaps.
 - Prioritize economic support of low and low/moderate income communities, and functional needs populations.
 - Provide resources to governments and business with short-term cash flow issues.
 - Provide logistical support to local supply chains for maintenance of commerce.
- Facilitate the extension of expertise to communities so that government, businesses, and residents are provided with short-term monetary support to maintain vital procurements and operations.

SRF 2. Economic Recovery

- Provide funding sources for prioritized businesses that support the daily operations of communities to continue operations.
- Provide immediate technical assistance to businesses critical to community recovery operations.
- Provide technical support to businesses implementing business continuity plans.
- Develop an approach for evaluating and prioritizing the recovery of economically important community assets.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure.

SRF 2 intermediate recovery activities may include the following:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, updating as required.
- Conduct intermediate recovery support activities, including:
 - Continuous re-evaluation of unmet financial needs.
 - Determine opportunities for tax and regulatory relief for governments, businesses, and individuals.
 - Provide technical and financial support for temporary relocation of government operations, businesses, individuals, and families.
 - Provide technical support and financial incentives for community occupation or re-occupation by businesses, individuals, and families.
 - Develop and implement strategies to re-establish self-maintaining supply chains.
 - Restore private sector capacity through permanent repairs and improvements to buildings, as well as transportation and utility infrastructure.
 - Promote and facilitate outside investment.
 - Facilitate timely distribution of direct financial assistance.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and SRF 2 agencies should be prepared to maintain support of local and tribal

SRF 2. Economic Recovery

recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 2 long-term recovery activities may include the following:

- Continue to update the SRF Recovery Strategy as the recovery progresses.
- Continually reassess intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories.
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF Annex is essential to implementation of the economic recovery function. To ensure that readiness activities are undertaken and sustained Business Oregon will:

- Assign work groups, as needed, to undertake ownership of their respective SRF.
- Create a work plan which describes how the SRF will be maintained and implemented.
- Implement preparedness efforts including: recovery planning; review of existing response and mitigation plans; training and exercises; community outreach; partnership building; capacity building; and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and creating a mechanism to obtain feedback for its improvement.

7 Supporting Documents

Other important documents that provide guidance on economic recovery include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 18 – Business and Industry
- Office of Emergency Management, Disaster Recovery Assistance Guidebook

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex B: Economic Recovery Support Function, July 2014

8 Appendices

- Appendix A – SRF 2 Federal Programs

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A – SRF 2 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Coastal Resilience Networks “CRest” Grant Program</p>	<p>Department of Commerce – National Oceanic and Atmospheric Administration (NOAA)</p>	<p>The funds implement activities to enhance resilience of coastal communities to natural hazard and climate risks (which include storms, flooding, sea level rise, climate change, etc.). Projects should provide beneficial public outcomes for coastal communities to address existing and potential future risks to coastal infrastructure, local economies, vulnerable populations, and the natural environment. Projects that connect existing federal, state, and local programs are very desirable, as are efforts that engage the public and include one or more of the following: preparedness, recovery, risk and vulnerability, adaptation, and under-served or under-represented populations.</p>	<p>Availability of funds is dependent upon annual Congressional appropriations. Applicants can request between \$100,000 and \$350,000 per year for a single project. U.S. Flag Pacific Islands; the Gulf of Mexico; and the West Coast (California, Oregon, and Washington), and local or county governments; nonprofit organizations; regional authorities; and institutions of higher education in these regions.</p>	<p>N/A</p>	<p>11.473 Coastal Resilience Networks “CRest” Grant Program</p>
<p>Economic Adjustment Assistance Grants</p>	<p>Department of Commerce – Economic Development Administration</p>	<p>The grants are intended to address the needs of distressed communities experiencing adverse economic changes that occur suddenly or over time. The purpose is to enhance a distressed community’s ability to compete economically by stimulating investment in targeted areas.</p>	<p>Eligible applicants include state, city, county, or other political subdivision of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of such political subdivisions. Institutions of higher education, Economic Development District organizations, private or public nonprofit organizations or associations, or Indian Tribes are also eligible.</p>	<p>0 – 50 percent</p>	<p>11.307 Economic Adjustment Assistance</p>

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Coastal Resilience Networks “CRest” Grant Program</p>	<p>Department of Commerce – National Oceanic and Atmospheric Administration (NOAA)</p>	<p>The funds implement activities to enhance resilience of coastal communities to natural hazard and climate risks (which include storms, flooding, sea level rise, climate change, etc.). Projects should provide beneficial public outcomes for coastal communities to address existing and potential future risks to coastal infrastructure, local economies, vulnerable populations, and the natural environment. Projects that connect existing federal, state, and local programs are very desirable, as are efforts that engage the public and include one or more of the following: preparedness, recovery, risk and vulnerability, adaptation, and under-served or under-represented populations.</p>	<p>Availability of funds is dependent upon annual Congressional appropriations. Applicants can request between \$100,000 and \$350,000 per year for a single project. U.S. Flag Pacific Islands; the Gulf of Mexico; and the West Coast (California, Oregon, and Washington), and local or county governments; nonprofit organizations; regional authorities; and institutions of higher education in these regions.</p>	<p>N/A</p>	<p>11.473 Coastal Resilience Networks “CRest” Grant Program</p>

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Community Development Block Grant (CDBG)/ State Administered Program</p>	<p>Department of Housing and Urban Development (HUD)</p>	<p>Provides grants to states to develop viable urban communities (e.g. housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. CDBG funds may be used for activities which include, but are not limited to:</p> <ul style="list-style-type: none"> • Acquisition of real property; • Relocation and demolition; • Rehabilitation of residential and non-residential structures; • Construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; • Public services, within certain limits; • Activities relating to energy conservation and renewable energy resources; and • Provision of assistance to nonprofit and profit-motivated businesses to carry out economic development and job creation/retention activities. <p>Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available. A need is considered urgent if it poses a serious and immediate threat to the health or welfare of the community and has arisen in the past 18 months.</p>	<p>State governments that have elected to administer CDBG funds for non-entitled communities. Some statutory and regulatory requirement waivers are available to states with designated major disaster areas for use of funds for disaster-related projects. Alternatively, CDBG Disaster Recovery (CDBG-DR) funding may be allocated, as was done after Superstorm Sandy.</p>	<p>None</p>	<p>14.228 Community Development Block Grants /State's Program</p>

SRF 2. Economic Recovery

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Economic Adjustment Assistance Program</p>	<p>Department of Commerce – Economic Development Administration (EDA)</p>	<p>The activating mechanism is a federal declaration, such as a declaration of disaster by the President. The intent is to respond to the short- and long-term effects of severe economic dislocation events on communities. Grants are provided for planning, technical assistance, revolving loan funds, and infrastructure construction to assist affected communities in accelerating economic recovery and implementing strategic actions to reduce the risk of economic damage and loss in commercial and industrial areas from future disasters.</p>	<p>Eligible applicants include state, city, or other political subdivisions of a state; or a consortium of political subdivisions, an economic development district, or a public or private nonprofit organization or association acting in cooperation with officials of a political subdivision; an institution of higher education, or a consortium of institutions of higher education; or an Indian Tribe. Area eligibility requirements, including special area eligibility due to a disaster declaration, are set forth in EDA's current regulations.</p>	<p>See current EDA regulations</p>	<p>11.307 Economic Adjustment Assistance</p>
<p>Economic Development Support for Planning Organizations</p>	<p>Department of Commerce – Economic Development Administration (EDA)</p>	<p>This program provides assistance to support planning organizations in the development, implementation, revision, or replacement of a Comprehensive Economic Development Strategy, short-term planning efforts, and state plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed regions. Planning activities must involve active participation of private sector representatives, public officials, and private citizens, and include:</p> <ul style="list-style-type: none"> • Analyzing local economies • Defining economic development goals • Determining project opportunities <p>Formulating and implementing an economic development program that includes systematic efforts to reduce unemployment and increase incomes</p>	<p>Eligible applicants include states, cities, or other political subdivisions of a state; special purpose units of a State or local government engaged in economic or infrastructure development activities; Indian Tribes or a consortium of Indian Tribes; institutions of higher education or a consortium of institutions of higher education; and public or private nonprofit organization or associations acting in cooperation with officials of a political subdivision of a state.</p>	<p>20-50 percent</p>	<p>11.302 Economic Development Support for Planning Organizations</p>

SRF 2. Economic Recovery

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Economic Development Technical Assistance	Department of Commerce – Economic Development Administration (EDA)	EDA oversees three technical assistance programs (National, Local, and University Center) that promote economic development and alleviate unemployment, underemployment, and out-migration in distressed regions. These programs provide grants or cooperative agreements to (1) invest in institutions of higher education to establish and operate University Centers that provide technical assistance to public and private sector organizations with the goal of enhancing local economic development; (2) support innovative approaches to stimulate economic development in distressed regions; (3) disseminate information and studies of economic development issues of national significance; and (4) finance feasibility studies and other projects leading to local economic development.	Eligible applicants include state, city, county, or other political subdivision of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of such political subdivisions. Institutions of higher education, Economic Development District organizations, private or public nonprofit organizations or associations, or Indian Tribes are also eligible.	0-50 percent	11.303 Economic Development Technical Assistance
Fisheries Disaster Relief	Department of Commerce - National Oceanic and Atmospheric Administration	The intent is to deal with commercial fishery failures due to fishery resource disasters. Project grants and/or cooperative agreements for assessing the effects of commercial fishery failures, restoring fisheries or preventing future failures, or assisting fishing communities affected by the failures.	Eligible applicants include agencies of state governments or fishing communities	Minimum 25 percent	11.477 Fisheries Disaster Relief
Intermediary Relending Program	Department of Agriculture	The purpose is to finance business facilities and community development projects not located within the outer boundary of any city having a population of 25,000 or more. Funds will also be available to intermediaries who will make loans for expenses that come as a consequence of a natural disaster.	Eligible applicants include nonprofit corporations, public agencies (states/localities), Indian Tribes, and cooperatives.	N/A	10.767 Intermediary Re-lending Program

SRF 2. Economic Recovery

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Investments for Public Works and Economic Development Facilities	Department of Commerce – Economic Development Administration	Grants support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments; attract private sector capital; and promote regional competitiveness, innovation, and entrepreneurship, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, accelerate new business development, and enhance the ability of regions to capitalize on opportunities presented by free trade.	Eligible applicants include state, city, county, or other political subdivision of a State. All investments must be consistent with a current EDA-development plan for the region in which the project will be located.	0-50 percent	11.300 Investments for Public Works and Economic Development Facilities
Minority Business Enterprise Centers	Department of Commerce	Project grants and cooperative agreements provide electronic and one-on-one business development services for a nominal fee to minority firms and individuals interested in entering, expanding, or improving their efforts in the marketplace. Examples of the wide range of services include preparing financial packages, business planning and counseling, and accounting.	Eligible applicants include Individuals, nonprofit organizations, for-profit firms, local and State governments, Indian Tribes, and educational institutions.	Minimum 15 percent	11.800 Minority Business Enterprise Centers
Minority Business Opportunity Center	Department of Commerce	Project grants and cooperative agreements promote access to key decision makers in the public and private sectors, facilitate the brokering of contracts and financial transactions, and identify and coordinate local business resources to benefit minority business entrepreneurs.	Eligible applicants include federal, state, or local government entities or quasi-governmental entities; Indian Tribes; colleges/universities; and nonprofit organizations.	0-50 percent	11.803 Minority Business Opportunity Center
Native American Business Enterprise Centers	Department of Commerce	Project grants and cooperative agreements provide electronic and one-on-one business development services for a nominal fee to minority firms and individuals interest in entering, expanding or improving their efforts in the marketplace.	Eligible applicants include individuals, nonprofit organizations, for-profit firms, local and State governments, Indian Tribes, and educational institutions.	None	11.801 Native American Business Enterprise Center
Saltonstall-Kennedy Grant Program (Fisheries Development/Utilization Research and Development)	Department of Commerce - National Oceanic and Atmospheric Administration	Project grants and cooperative agreements greatly increase the Nation’s wealth and quality of life through sustainable fisheries that support fishing industry jobs, safe and wholesome seafood, and recreational opportunities.	Eligible applicants include units of coastal states or local governments, and individuals	None	11.427 Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program

3

SRF 3 – Health Services

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1 Purpose and Scope	SRF 3-1
1.1 Purpose.....	SRF 3-1
1.2 Scope.....	SRF 3-1
2 Assumptions.....	SRF 3-2
3 Concept of Operations	SRF 3-2
3.1 Organization.....	SRF 3-2
3.1.1 State Recovery Functions	SRF 3-2
3.1.2 Federal Recovery Support Functions	SRF 3-3
3.2 Readiness	SRF 3-4
3.3 Activation	SRF 3-4
3.3.1 Transition from Response	SRF 3-4
3.3.2 Activated State	SRF 3-5
3.3.3 Transition to Readiness.....	SRF 3-5
3.4 Health Services Recovery Action Plan.....	SRF 3-5
4 Roles and Responsibilities	SRF 3-6
4.1 Coordinating Agency: Oregon Health Authority	SRF 3-6
4.2 Primary Agencies	SRF 3-6
4.2.1 Oregon Health Authority	SRF 3-6
4.2.2 Oregon Department of Agriculture.....	SRF 3-7
4.3 Supporting Agencies	SRF 3-7
4.3.1 Oregon Department of Administrative Services.....	SRF 3-7
4.3.2 Oregon Department of Environmental Quality	SRF 3-7
4.3.3 Oregon Department of Human Services.....	SRF 3-7
4.3.4 Oregon Office of State Fire Marshal	SRF 3-8
4.3.5 Oregon Medical Board.....	SRF 3-8
4.3.6 Oregon Pharmacy Board.....	SRF 3-8
4.3.7 Oregon Veterinary Medical Examining Board.....	SRF 3-8
4.4 Community Partners	SRF 3-8
5 Activities by Recovery Phase	SRF 3-9
5.1 Readiness	SRF 3-9
5.2 Short-Term Recovery.....	SRF 3-10
5.3 Intermediate Recovery	SRF 3-11
5.4 Long-Term Recovery	SRF 3-11

SRF 3. Health Services

6 SRF Development and MaintenanceSRF 3-12

7 Supporting DocumentsSRF 3-12

8 AppendicesSRF 3-13

Appendix A – SRF 3 Federal Programs..... SRF 3-15

SRF 3 Tasked Agencies	
Coordinating Agency	Oregon Health Authority (OHA)
Primary Agencies	Oregon Health Authority (OHA) Oregon Department of Agriculture (ODA)
Supporting Agencies	Oregon Department of Administrative Services (DAS) Oregon Department of Environmental Quality (DEQ) Oregon Department of Human Services (DHS) Oregon Office of State Fire Marshal (OSFM) Oregon Medical Board Oregon Health Authority / Oregon Pharmacy Board (OHA/Pharmacy Board) Oregon Veterinary Medical Examining Board Oregon Medical Examiners Board – Oregon State Police
Federal Coordinating Agency	Department of Health and Human Services (HHS)

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 3, Health Services, and the six other SRFs, are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of SRF 3 – Health Services, as well as its objectives, key activities and areas of support, and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 3 is to assess public health and healthcare needs following a disaster, restore basic health services, identify key partners, and promote the independence and wellbeing of community members in accordance with the specified recovery timeline.

The mission of SRF 3 is closely tied to the mission of SRF 4 – Social Services.

1.2 Scope

SRF 3 is designed to provide guidance to state departments in aiding local and tribal partners in restoring the health and well-being of communities through restoration of healthcare, behavioral health, and public health services.

SRF 3. Health Services

Activities encompassed within the scope of SRF 3 include:

- Conduct ongoing public health activities, including contagious disease surveillance.
- Conduct assessments of a disaster's impacts on public health and on local and tribal healthcare delivery systems.
- Support restoration of healthcare systems and services.

2 Assumptions

The following assumptions guide SRF 3 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- Natural and human-caused disasters have the potential to cause a wide range of individual and public health impacts, including, but not limited to, creating or exacerbating medical conditions, damage to health facilities, interruptions in medical product supply chains, damage to water distribution networks and treatment plants, and many others.

3 Concept of Operations

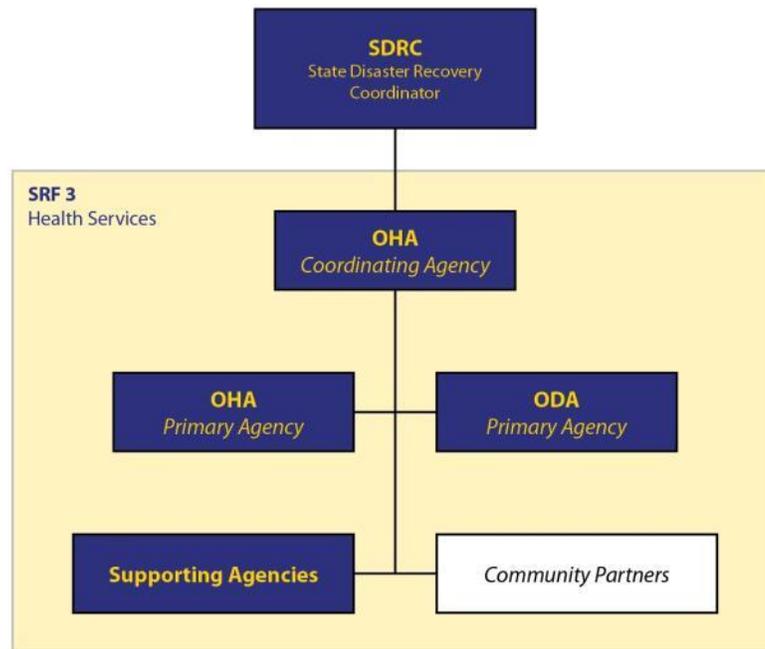
3.1 Organization

3.1.1 State Recovery Functions

SRFs are the organizing principle behind the state's support of local and tribal recovery organizations.

SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such based on their frequency and degree of involvement in the SRF's scope of operations. Each SRF coordinating agency reports to the SDRC and channels requests for other SRFs and/or external support through the SDRC.

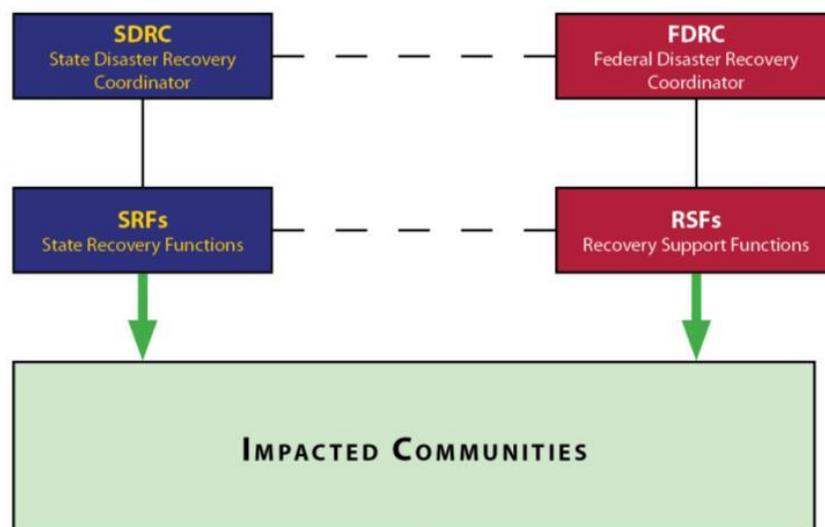
SRF 3. Health Services



3.1.2 Federal Recovery Support Functions

Recovery Support Functions (RSFs) are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

While higher-level coordination between the state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or S/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may take place directly between SRFs and federal RSFs.



3.2 Readiness

SRF 3 exists in a state of readiness at all times. In the readiness state:

- Oregon Health Authority (OHA) regularly convenes representatives from supporting agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.
- As the primary agency, OHA prepares agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document.
- Supporting agencies are engaged by OHA to ensure their readiness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated State Disaster Recovery Coordinator (SDRC) will assess the situation and determine whether to activate SRFs.

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery.
- When SRF 3 is active, OHA ensures the smooth transition of state disaster management activities from the following ESFs:
 - ESF 8 – Health and Medical
 - ESF 15 – Volunteers and Donations
 - ESF 17 – Agriculture and Animal Protection
- Primary agencies for each ESF will be responsible for informing OHA of ongoing efforts that need to continue in the recovery phase and providing all relevant materials and contact information.



3.3.2 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for Health Services.
- The SDRC develops a State Recovery Support Strategy to guide actions throughout recovery, activating SRF 3 as appropriate.
- The SDRC and OHA define short, intermediate, and long-term recovery goals and objectives for Health Services. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- OHA coordinates identified assignments for supporting agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC.
- OHA may be called upon to provide SRF status reports and briefings to the Governor's Disaster Cabinet and/or the Economic Recovery Council as needed.
- OHA deploys capabilities according to identified needs. Deployed teams request additional support as needed.
- Supporting agencies provide complementary resources and capabilities, responding as needed to requests from OHA.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of OHA, will regularly assess whether current health services support continues to require special coordination under SRF 3. When the SDRC determines that special coordination is no longer required, SRF 3 will revert to the readiness state.

3.4 Health Services Recovery Action Plan

The SDRC may request SRF 3, via OHA, to prepare a Health Services Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state health services recovery activities and should include the following information:

- Existing data on local and tribal needs for health services support
- Priorities for health services recovery
- Recommendations for SRF 3 support

4 Roles and Responsibilities

4.1 Coordinating Agency: Oregon Health Authority

The coordinating agency for SRF 3 is OHA. As the coordinating agency, OHA is responsible for the following:

- Facilitate communication with and between OHA and supporting agencies for SRF 3.
- Coordinate efforts to implement health services recovery activities.
- Coordinate development and regular update of a Health Services Action Plan to inform the overall State Recovery Action Plan.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

4.2 Primary Agencies

The primary agencies for SRF 3 are OHA and Oregon Department of Agriculture.

4.2.1 Oregon Health Authority

As the primary agency, OHA is responsible for the following:

- Support the development and implementation of public health emergency preparedness plans.
- Conduct ongoing disease surveillance and monitoring activities.
- Conduct and support public health assessments in areas impacted by disaster, in cooperation with relevant local, tribal, and federal partners, including specific assessments of conditions for access and functional needs populations.
- Conduct and support assessments of disaster impacts on medical facilities, and assist in restoring their ability to provide care.
- Coordinate the provision of health services to shelter residents with the American Red Cross.
- Coordinate emergency needs for clinical, veterinary, food testing, and environmental laboratory services through the Oregon Sentinel Laboratory Response Network.
- Inspect and certify medical facilities, laboratories, drinking water systems and restaurants.
- Propose and develop state health policy to address disaster impacts and mitigate impacts of future disaster.

SRF 3. Health Services

- Monitor the availability of pharmaceuticals and essential medical equipment in impacted areas and provide support and resources as available to alleviate and eliminate shortages.
- Provide technical assistance regarding program eligibility, application processes, and project requirements for state and federal health-related programs.

4.2.2 Oregon Department of Agriculture

- Inspect all facets of Oregon's food distribution system (except restaurants) to ensure that food is safe for consumption, protect and maintain animal health, and ensure that animal feeds meet nutritional and labeling standards.
- Provide technical advice on health impacts associated with animal/zoonotic disease or plant pest infestation, carcass disposal, and disease management to safeguard public health.
- Assess and mitigate biosecurity issues in areas where agricultural animal populations are impacted by infectious disease agents.

4.3 Supporting Agencies

The following agencies have been designated as supporting agencies to SRF 3 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Department of Administrative Services

- Provide administrative and contracting support to state health services recovery activities.

4.3.2 Oregon Department of Environmental Quality

- Provide environmental monitoring (e.g., air and water quality) in areas of special concern following a disaster.
- Support the restoration of services provided by facilities that require an Oregon Department of Environmental Quality permit to function legally, including waste and hazardous waste facilities, as well as facilities subject to air and water quality permits.

4.3.3 Oregon Department of Human Services

- Support access and functional needs populations in accessing health services.

4.3.4 Oregon Office of State Fire Marshal

- Support recovery and restoration of the state's emergency medical services system.

4.3.5 Oregon Medical Board

- Regulate the practice of medicine in the state.
- Support medical licensing and license verification to support health services recovery activities.

4.3.6 Oregon Pharmacy Board

- Regulate the practice of pharmacy in the state.
- Support pharmacy licensing and license verification to support health services recovery activities.

4.3.7 Oregon Veterinary Medical Examining Board

- License, monitor, and regulate practitioners of veterinary medicine in the state.

4.4 Community Partners

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of health services.

- American Red Cross
- Oregon Food Bank
- Oregon Disaster Medical Team
- Oregon Veterinary Medical Association
- Local Public Health Authorities
- Disaster Medical Teams
- Hospitals and Healthcare Systems
- Oregon Voluntary Organizations Active in Disaster
- Coordinated Care Organizations
- Community Action Agencies

OHA and supporting agencies for SRF 3 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase and for having the necessary tools to activate these partnerships upon SRF activation.

5 Activities by Recovery Phase

5.1 Readiness

SRF 3 remains in a state of readiness at all times through preparedness activities such as identifying strengths and vulnerabilities within health systems, ensuring capacity and redundancy of health services, and ensuring ongoing access to facilities and services. The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to health services support of local and tribal governments and impacted communities during disaster recovery.
 - Ensure that recovery plans clearly define the transition from response to recovery and from recovery to steady state.
 - Ensure that recovery plans address the long-term healthcare and behavioral health needs of response and recovery workers.
 - Ensure that emergency response plans describe transitions from response to recovery.
 - Provide technical support for the performance of hazard vulnerability assessments of public health, healthcare, and behavioral health facilities and systems.
 - Foster partnerships between coordinating and supporting agencies and private health providers.
 - Develop plans to ensure continuity of operations for public health, healthcare, and behavioral health facilities during relocation, structural repairs or replacements, or facility closure.
 - Develop strategies to ensure access to health facilities for the whole community during recovery through evaluation of transportation, including para-transit systems.
- Ensure that the resources and authorities required to implement health services recovery plans and procedures are available and coordinated within each primary and supporting agency.
 - Provide training for public health officials on post-disaster hazards.
 - Develop strategies for long-term augmentation of local healthcare, behavioral health, and public health workforces.

SRF 3. Health Services

- Promote establishment of mutual aid agreements and stand by contracts to augment system capacity and redundancy.
- Coordinate with SRF 6 – Infrastructure Services to plan for the provision of utilities and public works resources to support health services during all phases of recovery.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
 - Provide education, training, and resources across the whole community for personal health preparedness.
 - Establish, and ensure the capacity of, crisis hotlines throughout all phases of recovery.
- Identify and maintain relevant contact information for SRF 3 representatives in each primary and supporting agency.

5.2 Short-Term Recovery

Short-term recovery for communities will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate SRF 3 to support ongoing health services activities.

SRF 3 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities to assess and address health services capacity gaps.
 - Communicate with health organizations and practitioners to identify resource needs.
 - Augment local health services workforces, laboratory capacity, and technical expertise.
- Coordinate with SRF 6 – Infrastructure Services to provide utilities and public works resources to support health services.
- Develop an approach for evaluating and prioritizing the recovery of health services assets.
- Facilitate access to federal caches of medical materiel.
- Facilitate expedited credentialing of health workers.

SRF 3. Health Services

- For the protection of public health, facilitate expedited repair, permitting, and inspection of:
 - Potable water and waste treatment systems
 - Food establishments
 - Laboratories
 - Health facility building repairs, renovations, and replacement

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure.

SRF 3 intermediate recovery activities may include the following:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, updating as required. This strategy will include:
 - Reassessment of health system status.
 - Identification of long-term recovery needs.
- Conduct intermediate recovery support activities, including:
 - Work force augmentation through employment incentives
 - Prioritized repair of non-critical health facilities
 - Support maintenance of preventative care services and chronic disease prevention programs

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and SRF 3 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 3 long-term recovery activities may include the following:

- Continue to update the SRF Recovery Strategy as the recovery progresses.
- Continually reassess intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.

SRF 3. Health Services

- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories.
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF annex is essential to implementation of the health services function. To ensure that readiness activities are undertaken and sustained, OHA will:

- Assign work groups, as needed, to undertake ownership of their respective SRFs.
- Create a work plan that describes how the SRF will be maintained and implemented.
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and creating a mechanism to obtain feedback for its improvement.

7 Supporting Documents

Other important documents that provide guidance on health services recovery include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 6 – Mass Care
 - ESF 8 – Health and Medical
 - ESF 11 – Food and Water
- Office of Emergency Management, Disaster Recovery Assistance Guidebook

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex C: Health and Social Services Recovery Support Function, July 2014

8 Appendices

- Appendix A – SRF 3 Federal Programs

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A – SRF 3 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Hospital Preparedness Program and Public Health Emergency Preparedness Aligned Cooperative Agreements</p>	<p>Department of Health and Human Service (DHHS) – Centers for Disease Control and Prevention (CDC)</p>	<p>The purpose of the 2012-2017 HPP-PHEP aligned programs cooperative agreement is to provide resources that support state, local, territorial, and tribal public health departments and healthcare systems/organizations in demonstrating measurable and sustainable progress toward achieving public health and healthcare emergency preparedness capabilities that promote prepared and resilient communities.</p>	<p>The distribution of funds will be to the health departments of all 50 States, the District of Columbia, the nation's three largest municipalities (New York City, Chicago and Los Angeles County), the Commonwealths of Puerto Rico and the Northern Mariana Islands, the territories of American Samoa, Guam and the United States Virgin Islands, the Federated States of Micronesia, and the Republics of Palau and the Marshall Islands.</p>	<p>10 percent</p>	<p>93.074</p>
<p>Office of Research and Development Consolidated Research/Training/Fellowships</p>	<p>Environmental Protection Agency – Office of Research and Development</p>	<p>Project grants and cooperative agreements support research designed to address the issue of advancing prevention and sustainable approaches to health and environmental problems. Funds may be available to support activities in both science and engineering disciplines that include, but are not limited to, experiments, surveys, studies, investigations, public education programs, and monitoring.</p>	<p>Eligible applicants include public and private state universities and colleges, hospitals, laboratories, state and local government departments, and other public or private nonprofit institutions.</p>	<p>None</p>	<p>66.511 Office of Research and Development Consolidated Research/Training/Fellowships</p>

THIS PAGE LEFT BLANK INTENTIONALLY

4

SRF 4 – Social Services

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Purpose and Scope	SRF 4-1
1.1	Purpose.....	SRF 4-1
1.2	Scope.....	SRF 4-1
2	Assumptions.....	SRF 4-2
3	Concept of Operations	SRF 4-2
3.1	Organization.....	SRF 4-2
3.1.1	State Recovery Functions	SRF 4-2
3.1.2	Federal Recovery Support Functions	SRF 4-3
3.2	Readiness	SRF 4-4
3.3	Activation	SRF 4-4
3.3.1	Transition from Response	SRF 4-4
3.3.2	Activated State	SRF 4-5
3.3.3	Transition to Readiness.....	SRF 4-5
3.4	Social Services Recovery Support Strategy.....	SRF 4-5
4	Roles and Responsibilities	SRF 4-6
4.1	Coordinating Agency: Oregon Department of Human Services	SRF 4-6
4.2	Primary Agencies.....	SRF 4-6
4.2.1	Oregon Department of Human Services.....	SRF 4-6
4.3	Supporting Agencies	SRF 4-7
4.3.1	Oregon Department of Administrative Services.....	SRF 4-7
4.3.2	Oregon Department of Education	SRF 4-7
4.3.3	Oregon Department of Veteran’s Affairs.....	SRF 4-7
4.3.4	Oregon Employment Department.....	SRF 4-7
4.3.5	Oregon Health Authority	SRF 4-7
4.3.6	Oregon Housing and Community Services.....	SRF 4-8
4.4	Community Partners	SRF 4-8
5	Activities by Recovery Phase	SRF 4-8
5.1	Readiness	SRF 4-8
5.2	Short-Term Recovery	SRF 4-10
5.3	Intermediate Recovery	SRF 4-10
5.4	Long-Term Recovery	SRF 4-11
6	SRF Development and Maintenance	SRF 4-11

SRF 4. Social Services

7 Supporting DocumentsSRF 4-12

8 AppendicesSRF 4-12

Appendix A – SRF 4 Federal Programs.....SRF 4-13

SRF 4. Social Services

SRF 4 Tasked Agencies	
Coordinating Agency	Oregon Department of Human Services (DHS)
Primary Agencies	Oregon Department of Human Services (DHS)
Supporting Agencies	Oregon Department of Administrative Services (DAS) Oregon Department of Education (ODE) Oregon Department of Veteran's Affairs (ODVA) Oregon Employment Department (OED) Oregon Health Authority (OHA) Oregon Housing and Community Services (OHCS)
Federal Coordinating Agency	Department of Health and Human Services (HHS)

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 4 – Social Services, and the six other SRFs, are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of SRF 4 – Social Services, as well as its objectives, key activities and areas of support, and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 4 is to assess community social services needs following a disaster, identify areas of critical need and individuals with access and functional needs and limited English proficiency, identify key partners in service delivery, and promote the independence of community members in accordance with the specified recovery timeline.

The mission of SRF 4 is closely tied to the mission of SRF 3 – Health Services.

1.2 Scope

SRF 4 is designed to provide guidance to state departments in aiding local and tribal partners in the providing for the social service needs of communities.

Activities encompassed within the scope of SRF 4 include:

- Conduct assessments of a disaster's impacts on local and tribal social services delivery systems.
- Support restoration of social services systems.
- Provide clear and accessible recovery communications regarding access to social services to the whole community.

SRF 4. Social Services

- Promote self-sufficiency and continuity of the health and well-being of impacted individuals and communities, through all phases of recovery, particularly the needs of:
 - Children
 - Seniors
 - Individuals with access or functional needs
 - People from diverse origins
 - Displaced populations
 - At-risk populations

2 Assumptions

The following assumptions guide SRF 4 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- Natural and human-caused disasters have the potential to cause a wide range of impacts to individuals and families, including, but not limited to, impacts to their ability to secure food, water, and shelter and be economically self-sustaining in the intermediate and long term.

3 Concept of Operations

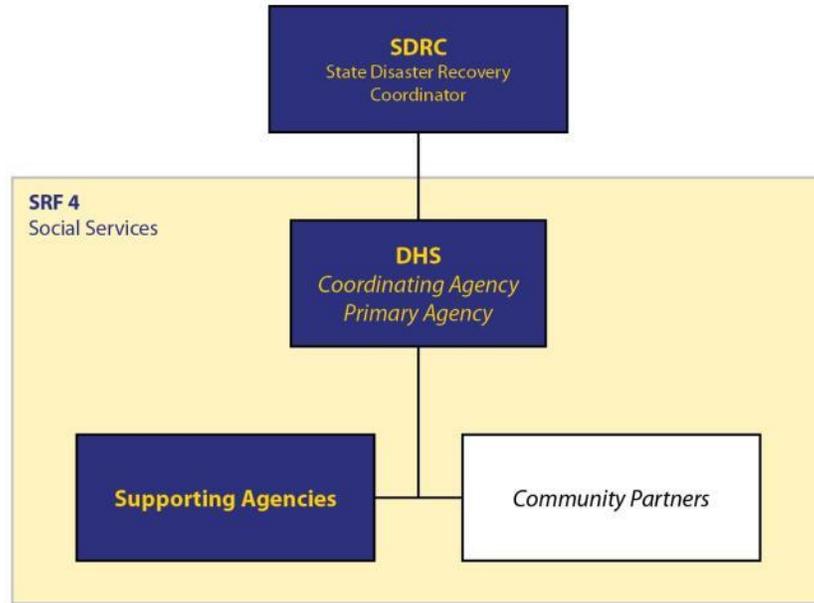
3.1 Organization

3.1.1 State Recovery Functions

SRFs are the organizing principle behind the state's support of local and tribal recovery organizations.

SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such based on their frequency and degree of involvement in the SRF's scope of operations. Each SRF coordinating agency reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other SRFs and/or external support through the SDRC.

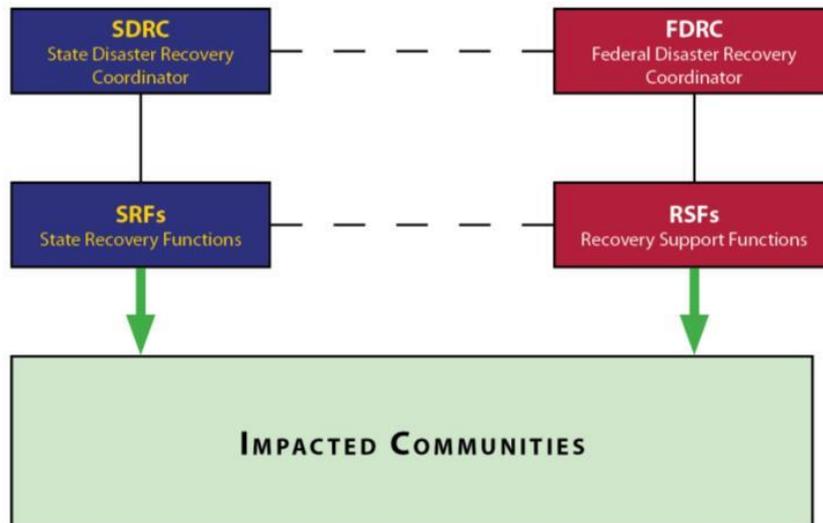
SRF 4. Social Services



3.1.2 Federal Recovery Support Functions

Recovery Support Functions (RSFs) are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

While higher-level coordination between state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or State/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may be coordinated directly between SRFs and federal RSFs.



3.2 Readiness

SRF 4 exists in a state of readiness at all times. In the readiness state:

- As the coordinating agency, the Oregon Department of Human Services (DHS) regularly convenes representatives from supporting agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.
- As the primary agency, DHS prepares agency-specific plans and procedures and maintains the capabilities to deploy in the roles specified in this document.
- Supporting agencies are engaged by DHS to ensure their readiness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate SRFs.

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery.
- When the SDRC activates SRF 4, DHS is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - ESF 6 – Mass Care
 - ESF 11 – Food and Water
 - ESF 15 – Volunteers and Donations
- Primary agencies for each ESF will be responsible for informing DHS of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.



3.3.2 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for social services.
- The SDRC develops a State Recovery Support Strategy to guide actions throughout recovery, activating SRF 4 as appropriate.
- The SDRC and DHS define short, intermediate, and long-term recovery goals and objectives for social services. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- DHS coordinates assignments for supporting agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC.
- DHS may be called upon to provide SRF status reports and briefings to the Governor's Disaster Cabinet and/or the Economic Recovery Council as needed.
- DHS deploys capabilities according to identified needs. Deployed teams request additional support as needed.
- Supporting agencies provide complementary resources and capabilities, responding as needed to requests from DHS.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of DHS, will regularly assess whether current social services support continues to require special coordination under SRF 4. When the SDRC determines that special coordination is no longer required, SRF 4 will revert to the readiness state.

3.4 Social Services Recovery Support Strategy

The SDRC may request SRF 4, via DHS, to prepare a Social Services Recovery Support Strategy to inform the overarching State Recovery Support Strategy. This strategy will provide information to guide state social services recovery activities and should include the following information:

- Existing data on local and tribal needs for social services support
- Priorities for social services recovery
- Recommendations for SRF 4 support

4 Roles and Responsibilities

4.1 Coordinating Agency: Oregon Department of Human Services

The coordinating agency for SRF 4 is DHS. As the coordinating agency, DHS is responsible for the following actions:

- Represent SRF 4 at the Governor’s Disaster Cabinet.
- Facilitate communication with and between DHS and supporting agencies for SRF 4.
- Coordinate efforts to implement social services recovery activities.
- Coordinate development and regular update of a Social Services Strategy to inform the overall State Recovery Support Strategy.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

4.2 Primary Agencies

The primary agency for SRF 4 is DHS.

4.2.1 Oregon Department of Human Services

As the primary agency, DHS is responsible for the following:

- Conduct and support assessments of social services needs in areas impacted by disaster, in cooperation with relevant local, tribal, and federal partners, including specific assessments of conditions for access and functional needs populations.
- Administer the State’s Disaster Supplemental Nutrition Assistance Program.
- Ensure continued provision of social services to individuals in areas impacted by disaster, including child welfare, self-sufficiency, vocational rehabilitation, and assistance to seniors and persons with disabilities.
- Provide recovery-specific additional child welfare, self-sufficiency, and assistance to seniors and persons with disabilities in impacted area, as funds are authorized.
- Coordinate the establishment of field locations for the provision of social services, in partnership with supporting agencies and the American Red Cross.

SRF 4. Social Services

- Coordinate case management across all social services programs for individuals receiving services during the recovery phase.
- Provide technical assistance regarding program eligibility, application processes, and project requirements for social services programs.

4.3 Supporting Agencies

The following agencies have been designated as supporting agencies to SRF 4 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Department of Administrative Services

- Provide administrative and contracting support of state social services recovery activities.

4.3.2 Oregon Department of Education

- Support the restoration of schools and daycare services in impacted areas.
- Ensure continued provision of social services provided in schools and other educational and daycare facilities, including support for child health and nutrition and for adult and adult daycare.
- Support integrated case management for children receiving social services through both school and non-school programs.
- Support the mitigation of future hazards to school buildings as well as other educational and daycare facilities, including providing resources and guidance to schools for disaster readiness.

4.3.3 Oregon Department of Veteran's Affairs

- Provide social services support to Oregon's veterans.

4.3.4 Oregon Employment Department

- Support individuals impacted by the disaster in integrating back into the state's workforce.

4.3.5 Oregon Health Authority

- Support integrated case management for individuals impacted in development receiving support from both social services and health services (SRF 3).

SRF 4. Social Services

4.3.6 Oregon Housing and Community Services

- Administer assistance programs that address antipoverty, homelessness, energy assistance, and community service programs including the Community Service Block Grants program.
- Assist in projects to promote the restoration or creation of inclusive, sustainable communities.

4.4 Community Partners

The following list of organizations is a partial, non-exclusive list of partners that support state recovery efforts in the field of social services:

- American Red Cross
- Oregon Food Bank
- Oregon Voluntary Organizations Active in Disaster
- Community Action Agencies
- Salvation Army

DHS and supporting agencies for SRF 4 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase, and for having the necessary tools to activate these partnerships upon SRF activation.

5 Activities by Recovery Phase**5.1 Readiness**

SRF 4 remains in a state of readiness at all times through preparedness activities such as planning, education, and resources in coordination with other SRFs that support the social health of the community. The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Perform pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to social services support of local and tribal governments and impacted communities during disaster recovery.
 - Promotion of plans that address the recovery needs of specific populations, including children, seniors, individuals with disabilities or functional needs, people from diverse origins, displaced populations, and response and recovery workers.

SRF 4. Social Services

- Plan with SRFs 1 – Community Planning and Capacity Building, 3 – Health, and 5 – Disaster Housing to ensure:
 - ◆ The recovery and well-being of physical health of the community
 - ◆ A coordinated transition from response to recovery
- Promote integration of mitigation, resilience, and sustainability principles into planning efforts to focus on minimizing community impacts and strengthening the communities' ability to return to pre-disaster conditions quickly.
- Foster partnerships among coordinating and support agencies and social services providers in the community, including nonprofit and faith-based organizations.
- Ensure that the resources and authorities required to implement social services recovery plans and procedures are available and coordinated within each primary and supporting agency.
 - Provide technical support for the performance of hazard vulnerability assessments of social service facilities/systems.
 - Develop plans to ensure continuity of operations for social service facilities during relocation, structural repairs or replacements, or facility closure.
 - Develop strategies to ensure access to social services for the whole community during recovery through evaluation of transportation, including para-transit systems.
 - Proactively engage the community to ensure awareness of disaster social services resources.
 - Develop strategies for long-term augmentation of local social services workforces.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
 - Promote messaging that is multi-format, multilingual, age-appropriate and user friendly.
 - Establish, and ensure capacity, of crisis hotlines throughout all phases of recovery.
- Identify and maintain relevant contact information for SRF 4 representatives in each primary and supporting agency.

5.2 Short-Term Recovery

Short-term recovery for social services will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate SRF 4 to support ongoing social services activities. SRF 4 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities and SRF 3 to assess and address capacity gaps.
 - Assess disaster-related structural, functional, and operational impacts to social services facilities and programs and develop strategies and priorities for recovery.
 - Provide prioritized resources to support populations with disabilities and functional needs.
- Develop an approach for evaluating and prioritizing the recovery of social services assets.
- Establish a timeline for elements of social services recovery.
- Evaluate flexibilities and waivers that may be applicable to disaster-impacted individuals receiving federal program assistance.
- Facilitate the extension of expertise to communities to facilitate return of individuals to pre-disaster work, school, and leisure activities.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure. SRF 4 intermediate recovery activities may include the following:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, updating as required. This strategy will include:
 - Reassessment of social service system status
 - Identification of long-term recovery needs
- Conduct intermediate recovery support activities, including:
 - Promoting government social services work force augmentation (i.e., case management and volunteer management)
 - Promoting social services work force augmentation through outside nongovernmental (volunteer) organizations.
- Prioritizing repair of non-critical social services facilities.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and SRF 4 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 4 long-term recovery activities may include:

- Continue to update the SRF Recovery Strategy as the recovery progresses.
- Continually reassess intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories.
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF annex is essential to implementation of the social services recovery function. To ensure that readiness activities are undertaken and sustained, DHS will:

- Assign work groups, as needed, to undertake ownership of their respective SRFs.
- Create a work plan that describes how the SRF will be maintained and implemented.
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and create a mechanism to obtain feedback for its improvement.

7 Supporting Documents

Other important documents that provide guidance on social services recovery include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 6 – Mass Care
 - ESF 11 – Food and Water

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex C: Health and Social Services Recovery Support Function, July 2014

8 Appendices

- Appendix A – SRF 4 Federal Programs

Appendix A – SRF 4 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Community Disaster Loan Program</p>	<p>Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)</p>	<p>Subject to Congressional loan authority, provides funds to any local government in a designated disaster area that has suffered a substantial loss of tax and other revenue. The local government must demonstrate a need for financial assistance to perform its governmental functions.</p> <p>Loans are made only to local governments or other political subdivisions of the State, and are based on need. The funds cannot be used to meet the non-federal share of any Federal program, finance capital improvements, or repair or restore public facilities. Applicants must be in a designated major disaster area and must demonstrate that they meet the specific conditions of FEMA Disaster Assistance Regulations 44 CFR Part 206, Subpart K, Community Disaster Loans. To be eligible, the applicant must demonstrate: 1) a substantial loss of revenues as a result of a major disaster; 2) a need for financial assistance to perform its governmental functions. The amount of the loan is based on the demonstrated need, but may not exceed 25 percent of the local government’s annual operating budget for the fiscal year in which the major disaster occurs.</p>	<p>The State’s Governor requests a Presidential declaration of an emergency or disaster through the FEMA Regional Director. An applicant should consult the office or official designated as the single point of contact in the State for more information on the process the State requires to be followed in applying for assistance. Upon declaration of a major disaster, the applicant may apply for assistance through the Governor’s authorized representative.</p>	<p>N/A</p>	<p>97.030</p>

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Community Relations Service	Department of Justice (DOJ) – Community Relations Service (CRS)	Specialized services in conflict resolution are provided by an appropriate agency official to the complainant. At the invitation of the Federal Emergency Management Agency, CRS provides the following assistance at a disaster: (1) briefings on community-based perspective, linkage and outreach to ethnic communities; (2) training regarding ethnic and racial issues; (3) conciliation/mediation of disputes; and (4) diffusion of cultural and racial tensions.	Any person, group, community, or federal, state, or local governmental unit that seeks to resolve, reduce, or prevent conflicts related to race, color, or national origin	N/A	16.200 Community Relations Service

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Community Services Block Grant</p>	<p>Department of Health and Human Services (DHHS)</p>	<p>The purpose is to provide assistance to states and local communities working through a network of community action agencies and other neighborhood-based organizations for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient. Funding is available for activities that assist low-income persons to:</p> <ul style="list-style-type: none"> • Secure and retain meaningful employment; • Attain an adequate education; • Make better use of available income; • Obtain and maintain adequate housing and a suitable living environment; • Obtain emergency assistance through loans or grants to meet immediate and urgent individual and family needs, including health services, nutritious food, housing, and employment-related assistance; • Remove obstacles and solve problems that block the achievement of self-sufficiency; • Achieve greater participation in the affairs of the community; • Provide emergency supplies and services, nutritious foodstuffs, and other services as may be necessary to counteract conditions of starvation and malnutrition among the poor; and • Make more effective use of other related programs. 	<p>States, territories, and tribal governments</p>	<p>N/A</p>	<p>93.569 Community Services Block Grant</p>

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances</p>	<p>Department of Health and Human Services – Substance Abuse & Mental Health Services Administration</p>	<p>This program provides project grants for community-based systems of care for children and adolescents with serious emotional disturbances and their families. The program will ensure that services are provided collaboratively across child-serving systems; that each child or adolescent served through the program receives an individualized service plan developed with the participation of the family; that each individualized plan designates a case manager to assist the child and family; and that funding is provided for mental health services required to meet the needs of youngsters in these systems.</p>	<p>Eligible applicants include states; political subdivisions of a state, such as county or local governments; and federally recognized Indian Tribal governments.</p>	<p>The recipient must maintain a specified level of financial effort in the health area for which Federal funds will be provided in order to receive Federal grant funds.</p>	<p>93.104 Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances (SED)</p>
<p>Disaster Supplemental Nutrition Assistance Program (D-SNAP)</p>	<p>Department of Agriculture (USDA) – Food and Nutrition Service (FNS)</p>	<p>Provides temporary food assistance for households affected by a natural disaster. A D-SNAP provides one month of benefits to eligible disaster survivors and can facilitate the issuance of supplemental SNAP benefits for ongoing households.</p>	<p>In a state where an affected area has received a Presidential declaration of “Major Disaster” with Individual Assistance, the State has the primary role for planning, requesting, and operating a D-SNAP. The Food and Nutrition Service (FNS) approves a State’s request to operate a D-SNAP and supports the State’s D-SNAP efforts through policy guidance, training, and technical assistance.</p>	<p>N/A</p>	
<p>Disposal of Federal Surplus Real Property</p>	<p>General Services Administration (GSA)</p>	<p>The purpose is to dispose of surplus real property by lease, permits, sale, exchange, or donations.</p>	<p>States and local government agencies are eligible to apply for real property for uses such as replacement housing, park, recreation, health, educational and homeless uses among others.</p>	<p>N/A</p>	

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Donation of Federal Surplus Personal Property</p>	<p>General Services Administration (GSA)</p>	<p>The purpose is to transfer surplus property to the states for donation.</p>	<p>State and local public agencies; nonprofit educational or public health institutions/organizations, including providers of assistance to the homeless; nonprofit and public programs for the elderly; educational activities of special interest to the armed services; and public airports</p>	<p>N/A</p>	<p>39.003 Donation of Federal Surplus Personal Property</p>

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Emergency Food and Shelter National Board Program</p>	<p>Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)</p>	<p>Provides emergency economic assistance for food and related expenses (such as transporting food/food preparation and serving equipment); mass shelter; other shelter (such as hotels and motels); and rent/mortgage and/or utility assistance limited to one month.</p>	<p>Funds are initially distributed to jurisdictions based on either a National Board formula or recommendations from State Set-Aside Committees; there is no application process for jurisdictions. All jurisdictions are considered within the National Board formula and all jurisdictions in an individual State may be considered by the State Set-Aside Committee for either initial or additional (if the jurisdiction had previously been selected by the National Board) funding.</p> <p>At the local level, following award notification by the National Board to the jurisdiction, a Local Board is formed. The Local Board then advertises the availability of the funds to local nonprofit agencies and governments. The Local Board must conduct a local application process for agencies to apply for funding. The Local Board selects which local nonprofit and governmental organizations are to receive funding and submits their selections via a Local Board Plan to the National Board.</p>	<p>None</p>	<p>97.024 Emergency Food and Shelter National Board Program</p>

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Food Distribution Programs</p>	<p>Department of Agriculture (USDA) / Food and Nutrition Service</p>	<p>Food distribution via The Emergency Food Assistance Program (TEFAP) is authorized by the Emergency Food Assistance Act of 1983 (P.L. 98-8). The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act; P.L. 93-288) authorizes the Secretary of USDA to distribute surplus foods and to use Section 32 funds to purchase the food necessary to provide adequate supplies for use in the event of a disaster or situation of distress. Food distribution programs include:</p> <ul style="list-style-type: none"> • TEFAP • Commodity Supplemental Food Program • Food Distribution Disaster Assistance <p>Food Distribution Program on Indian Reservations Schools and Child Nutrition Commodity Programs</p>	<p>States and agencies designated as distributing agencies by a proper legal authority may receive and distribute donated foods. Other eligible entities include schools, emergency feeding organizations, charitable organizations, local governments, and Indian Tribal organizations.</p>	<p>N/A</p>	<p>10.565 to 10.569</p>
<p>HOME Investment Partnerships Program</p>	<p>Department of Housing and Urban Development (HUD)/Community Planning and Development</p>	<p>This is a non-disaster-related formula program under which waivers and statutory suspensions may be provided to jurisdictions that have received a presidential declaration of a major disaster under the Stafford Act. The intent is to provide permanent or transitional housing for low-income homeowners, homebuyers, or renters. This program also provides tenant-based rental assistance to low-income households. Funds can be used for acquisition, new construction, rehabilitation, and tenant-based rental assistance. Use of funds for disaster recovery activities should not duplicate activities reimbursable by the Federal Emergency Management Agency or available through the Small Business Administration low-interest disaster loan programs. HUD can suspend certain statutory and regulatory requirements to facilitate the use of funds for disaster recovery.</p>	<p>Eligible recipients include states, cities, urban counties, and consortia (of contiguous units of general local governments with a binding agreement).</p>	<p>Minimum 25 percent. Jurisdictions in fiscal distress receive full or partial (50 percent) relief from this requirement. Participating jurisdictions that have a presidential declaration of major disaster may also be granted a match reduction of up to 100 percent for two fiscal years, with the possibility of a one-year extension.</p>	<p>14.239 HOME Investment Partnerships Program</p>

SRF 4. Social Services

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Minority Business Enterprise Centers	Department of Commerce	Project grants and cooperative agreements provide electronic and one-on-one business development services for a nominal fee to minority firms and individuals interested in entering, expanding, or improving their efforts in the marketplace. Examples of the wide range of services include preparing financial packages, business planning and counseling, and accounting.	Individuals, nonprofit organizations, for-profit firms, local and State governments, Native American Tribes, and educational institutions	Minimum 15 percent	11.800 Minority Business Enterprise Centers
Minority Business Opportunity Center (MBOC)	Department of Commerce	Project grants and cooperative agreements promote access to key decision makers in the public and private sectors, facilitate the brokering of contracts and financial transactions, and identify and coordinate local business resources to benefit minority business entrepreneurs.	Federal, State, or local government entities or quasi-governmental entities, American Indian Tribes, colleges/universities, and nonprofit organizations	0-50 percent	11.803 Minority Business Opportunity Center
Native American Business Enterprise Centers	Department of Commerce	Project grants and cooperative agreements provide electronic and one-on-one business development services for a nominal fee to minority firms and individuals interest in entering, expanding or improving their efforts in the marketplace.	Include individuals, nonprofit organizations, for-profit firms, local and State governments, Native American Tribes, and educational institutions	None	11.801 Native American Business Enterprise Center
Supplemental Nutrition Assistance Program (SNAP)	Department of Agriculture (USDA) - Food and Nutrition Service	This program provides payments to improve the diets of low-income households by increasing their food purchasing ability. Eligible households receive an allotment that varies according to household size, income, and allowable deductions. Some non-financial eligibility criteria apply.	Eligible recipients include the state or U.S. territory agency responsible for federally aided public assistance programs determines eligibility (through local social service offices) in accordance with federal rules and regulations.	N/A	10.551 Supplemental Nutrition Assistance Program
Temporary Assistance for Needy Families	Department of Health and Human Services – Administration for Children and Families / Office of Family Assistance	Grants to help families with children move toward work and self-sufficiency while receiving temporary assistance. Funds can be used to cover necessary food, shelter, clothing, other daily living needs, training, work supports and child care.	State and local welfare agencies	N/A	93.558 Temporary Assistance for Needy Families

5

SRF 5 – Disaster Housing

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Purpose and Scope	SRF 5-1
1.1	Purpose.....	SRF 5-1
1.2	Scope.....	SRF 5-1
2	Assumptions.....	SRF 5-2
3	Concept of Operations	SRF 5-3
3.1	Organization.....	SRF 5-3
3.1.1	State Recovery Functions	SRF 5-3
3.1.2	Federal Recovery Support Functions	SRF 5-3
3.2	Readiness	SRF 5-4
3.3	Activation	SRF 5-4
3.3.1	Transition from Response	SRF 5-4
3.3.2	Activated State	SRF 5-5
3.3.3	Transition to Readiness.....	SRF 5-6
3.4	Disaster Housing Recovery Action Plan.....	SRF 5-6
4	Roles and Responsibilities	SRF 5-6
4.1	Coordinating Agency: OHCS	SRF 5-6
4.2	Primary Agencies	SRF 5-7
4.2.1	Oregon Housing and Community Services.....	SRF 5-7
4.3	Supporting Agencies	SRF 5-7
4.3.1	Oregon Bureau of Labor and Industries	SRF 5-8
4.3.2	Oregon Department of Administrative Services.....	SRF 5-8
4.3.3	Oregon Department of Consumer and Business Services	SRF 5-8
4.3.4	Oregon Department of Human Services.....	SRF 5-8
4.3.5	Oregon Department of Land Conservation and Development.....	SRF 5-8
4.3.6	Oregon Department of Corrections.....	SRF 5-8
4.3.7	Oregon Department of Veteran’s Affairs.....	SRF 5-8
4.3.8	Oregon Office of Emergency Management	SRF 5-8
4.3.9	Oregon Health Authority	SRF 5-9
4.3.10	Oregon Real Estate Agency	SRF 5-9
4.3.11	Oregon Youth Authority	SRF 5-9
4.4	Community Partners	SRF 5-9

SRF 5. Disaster Housing

5 Activities by Recovery PhaseSRF 5-9
5.1 Readiness SRF 5-9
5.2 Short-Term Recovery SRF 5-11
5.3 Intermediate Recovery SRF 5-12
5.4 Long-Term Recovery SRF 5-13

6 SRF Development and MaintenanceSRF 5-14

7 Supporting DocumentsSRF 5-14

8 AppendicesSRF 5-15
Appendix A – SRF 5 Federal Programs..... SRF 5-17
Appendix B – Oregon Local Public Housing Authorities SRF 5-19

SRF 5 Tasked Agencies	
Coordinating Agency	Oregon Housing and Community Services (OHCS)
Primary Agencies	Oregon Housing and Community Services (OHCS)
Supporting Agencies	Oregon Bureau of Labor and Industries (BOLI) Oregon Department of Administrative Services (DAS) Oregon Department of Consumer and Business Services (DCBS) Oregon Department of Human Services (ODHS) Oregon Department of Land Conservation and Development (DLCD) Oregon Department of Corrections (DOC) Oregon Department of Veteran's Affairs (ODVA) Oregon Office of Emergency Management (OEM) Oregon Health Authority (OHA) Oregon Real Estate Agency Oregon Youth Authority (OYA)
Federal Coordinating Agency	Department of Housing and Urban Development (HUD)

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 5 – Disaster Housing, and the six other SRFs are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of SRF 5 – Disaster Housing, as well as its objectives, key activities and areas of support, and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 5 is to address pre- and post-disaster housing issues and coordinate the delivery of state resources and activities to assist local and tribal governments as they rehabilitate and reconstruct destroyed and damaged housing, when feasible, and develop new accessible, permanent housing options.

1.2 Scope

SRF 5 is designed to provide guidance to state departments in aiding local and tribal partners in providing temporary, short-term, and long-term disaster housing for individuals and families, with a goal of long-term housing solutions wherever feasible. The following activities are encompassed within the scope of SRF 5:

- Ensuring that intermediate housing solutions are available for evacuees and temporarily displaced families and individuals that facilitate continuance of their regular activities of work, school, and leisure.

SRF 5. Disaster Housing

- Providing resources to promote long-term housing solutions, including home ownership.
- Addressing pets and service animals in state housing strategies.

Temporary housing (i.e., sheltering) is addressed in ESF 6 – Mass Care of the *State of Oregon Emergency Operations Plan*.

2 Assumptions

The following assumptions guide SRF 5 activities in pursuit of its mission:

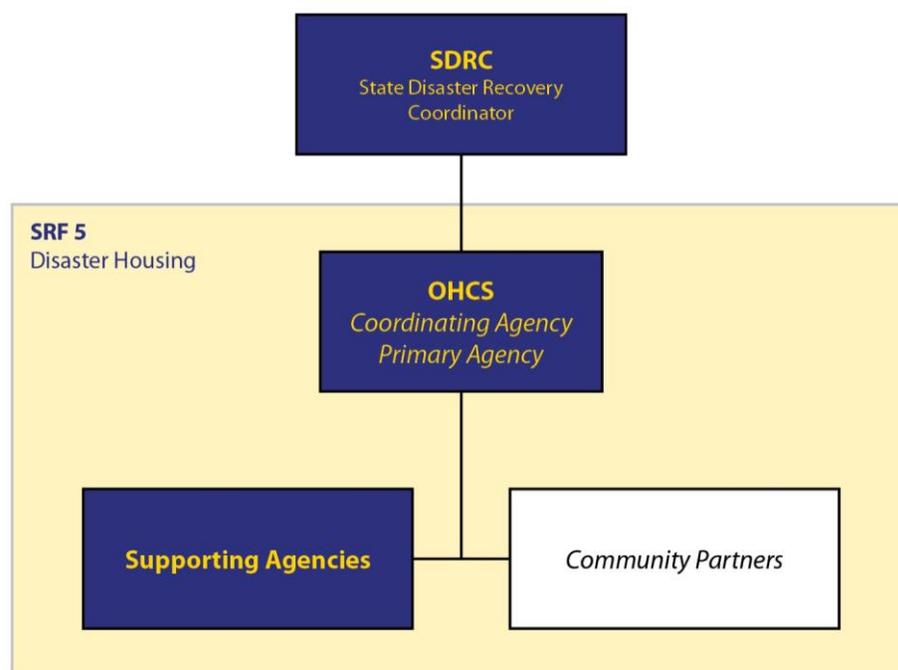
- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- A number of factors or obstacles may affect the ability of renters, homeowners, or landlords to retain, obtain, or create permanent housing, including:
 - Financial ability to secure, repair, and/or rebuild permanent housing. For renters, this includes the ability to find and afford post-disaster rental housing; for homeowners and landlords, this includes whether they had adequate insurance and/or the ability to finance the cost of repairs or rebuilding
 - Timeliness and effect of local land use decisions, environmental and historic preservation laws, including the implications for where, how, and whether homes can be rebuilt
 - Timeliness and expense of building codes plan review, permitting, and inspections to support resilient communities
 - Availability and cost of labor and building materials
 - Ability to obtain and afford adequate hazard and flood insurance in the future
 - Decisions by neighboring property owners to rebuild or abandon damaged structures; a large number of owners deciding not to rebuild can create substantial problems for the neighbors that do rebuild.

3 Concept of Operations

3.1 Organization

3.1.1 State Recovery Functions

SRFs are the organizing principle behind the state's support of local and tribal recovery organizations. SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such based on their frequency and degree of involvement in the SRF's scope of operations. Each SRF coordinating agency reports to the SDRC and channels requests for other SRFs and/or external support through the SDRC.

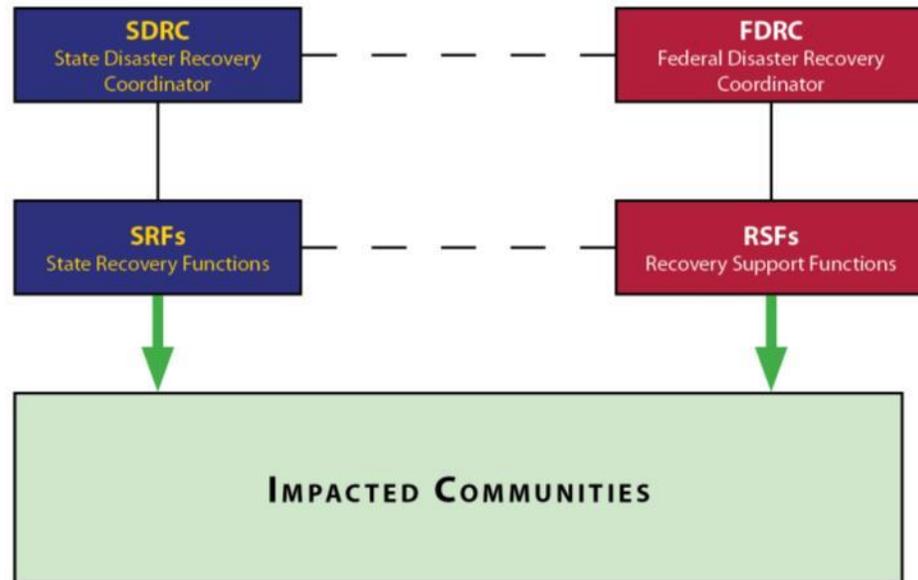


3.1.2 Federal Recovery Support Functions

RSFs are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

While higher-level coordination between state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or State/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may be coordinated directly between SRFs and federal RSFs.

SRF 5. Disaster Housing



3.2 Readiness

SRF 5 exists in a state of readiness at all times. In the readiness state:

As the coordinating agency, Oregon Housing and Community Services (OHCS) regularly convenes representatives from supporting agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.

As the primary agency, OHCS prepares agency-specific plans and procedures and maintains the capabilities to deploy in the roles specified in this document.

Supporting agencies are engaged by OHCS to ensure their readiness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated State Disaster Recovery Coordinator (SDRC) will assess the situation and determine whether to activate SRFs.

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and State Coordinating Officer are responsible for agreeing on the timing of transition from response to recovery.

SRF 5. Disaster Housing

- When the SDRC activates SRF 5, OHCS is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - ESF 6 – Mass Care
 - ESF 15 – Volunteers and Donations
- The primary agency for ESF 6 will be responsible for informing OHCS of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.



3.3.2 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for disaster housing.
- The SDRC and OHCS define short, intermediate, and long-term recovery goals and objectives for disaster housing. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- OHCS coordinates assignments for supporting agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC.
- OHCS may be called upon to provide SRF status reports and briefings to the Governor's Disaster Cabinet and/or the Economic Recovery Council as needed.
- OHCS deploys capabilities according to identified needs. Deployed teams request additional support as needed.
- Supporting agencies provide complementary resources and capabilities, responding as needed to requests from OHCS.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support back to the readiness state and normal business. The SDRC, with the support of OHCS, will regularly assess whether current disaster housing support continues to require special coordination under SRF 5. When the SDRC determines that special coordination is no longer required, SRF 5 will revert to the readiness state.

3.4 Disaster Housing Recovery Action Plan

The SDRC may request SRF 5, via OHCS, to prepare a Disaster Housing Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state disaster housing recovery activities and should include the following information:

- Existing data on housing impacts
- Priorities for disaster housing recovery
- Recommendations for SRF 5 support

4 Roles and Responsibilities

4.1 Coordinating Agency: OHCS

The coordinating agency is responsible for ensuring that the SRF serves its purpose during the preparedness 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.

The coordinating agency for SRF 5 is OHCS. As the coordinating agency, OHCS is responsible for the following:

- Represent Disaster Housing SRF at the Governor's Disaster Cabinet.
- Facilitate communication and collaboration between SRF 5 primary and supporting agencies, as well as other SRFs.
- Coordinate efforts to implement disaster housing activities.
- Coordinate development and regular update of a Disaster Housing Recovery Support Strategy to inform the overall State Recovery Support Strategy.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

4.2 Primary Agencies

Primary agencies have statutory authorities and/or established programs directly related to the SRF and are therefore at the forefront of resource 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 preparedness phase.

The Primary Agency for SRF 5 is OHCS.

4.2.1 Oregon Housing and Community Services

As primary agency, OHCS is responsible for the following:

- Help identify long-term housing priorities and conduct housing assessments with local and tribal partners.
- Provide technical assistance to support local and tribal recovery planning and post-disaster activities for long-term housing recovery including strategies to:
 - Strengthen the housing market
 - Ensure adequate affordable rental housing
 - Use of housing to improve quality of life
 - Build sustainable, inclusive communities
 - Increase the use of mitigation measures
- Establish communication and support information sharing for housing partners.
- Ensure continued provision of home energy and weatherization assistance programs in impacted areas.
- Coordinate and leverage available funding sources for long-term housing recovery.
- Develop and implement a plan to transition state housing support activities back to a readiness state.

4.3 Supporting Agencies

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.

SRF 5. Disaster Housing

The following agencies have been designated as supporting agencies to SRF 5 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Bureau of Labor and Industries

- Protect employment rights and access to housing and public accommodations after a disaster and through all phases of recovery.

4.3.2 Oregon Department of Administrative Services

- Provide administrative and contracting support to state disaster housing recovery activities.

4.3.3 Oregon Department of Consumer and Business Services

- Through the Building Codes Division, enforce and update the statewide building code.
- Provide technical support to local and tribal building departments regarding code and permit requirements.

4.3.4 Oregon Department of Human Services

- Provide technical assistance to agencies that provide housing to populations with access and functional needs.
- Facilitate connection of local and tribal partners with housing programs that can serve impacted populations.

4.3.5 Oregon Department of Land Conservation and Development

- Provide technical assistance regarding land use and development as it relates to disaster housing.

4.3.6 Oregon Department of Corrections

- In the event that state correctional facilities are damaged, provide for adequate and secure housing of the state prison population.

4.3.7 Oregon Department of Veteran’s Affairs

- Support housing strategies for Oregon’s veterans.

4.3.8 Oregon Office of Emergency Management

- Provide financial and technical resources and expertise for both disaster housing and long-term community recovery assistance through Federal Emergency Management Agency (FEMA) individual assistance programs and the FEMA mitigation program.

4.3.9 Oregon Health Authority

- In the event that state hospital facilities are damaged, provide for adequate and secure housing of patients.

4.3.10 Oregon Real Estate Agency

- Provide protection for Oregonians against unfair housing practices after a disaster.
- Assist in identification of housing resources for displaced populations.

4.3.11 Oregon Youth Authority

- In the event that state juvenile detention facilities are damaged, provide for adequate and secure housing of youth population.

4.4 Community Partners

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of disaster housing:

- Community Action Agencies
- Local Housing Authorities
- Oregon Opportunity Network
- Community and Faith-Based Organizations
- Voluntary Organizations Active in Disaster
- Multifamily NW

OHCS and supporting agencies for SRF 5 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase, and for having the necessary tools for activating these partnerships upon SRF activation.

5 Activities by Recovery Phase

5.1 Readiness

SRF 5 remains in a state of readiness at all times through preparedness activities, including plan and policy development to mitigate housing damage, and technical and financial resources to aid in all phases of housing recovery for individuals and families.

SRF 5. Disaster Housing

The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement disaster housing operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to disaster housing for local and tribal governments and impacted communities during disaster recovery.
 - Assess the potential risks of hazards on community housing resources.
 - Identify post-disaster housing resources and programs for:
 - ◆ Affordable housing
 - ◆ Unmet housing needs
 - ◆ Mortgage relief
 - ◆ Mortgage insurance
 - ◆ Re-allocation of funding for disaster relief
 - ◆ Fair housing
 - ◆ Grants and loans, including “gap” funding for home repairs and renovations
 - In coordination with SRF 7 – Natural and Cultural Resources, Identify historic housing structures and identify strategies for protecting them.
 - Perform or collect, and analyze, housing assessments to identify vulnerabilities to damage, strengths, and potential challenges to disaster housing of communities.
 - Promote development of land use regulations, zoning laws as components of hazard mitigation planning.
 - Promote implementation of building codes as components of hazard mitigation planning.
 - Promote planning that incorporates concepts of smart growth and low impact development.
- Ensure that the resources and authorities required to implement disaster housing recovery plans and procedures are available and coordinated within each primary and supporting agency.

SRF 5. Disaster Housing

- Provide resources and support to access housing assistance funding, ensuring:
 - ◆ Administrative capacity to process large numbers of requests for individual housing funds
 - ◆ Field workforce capacity to assist communities in all phases of housing recovery.
- Evaluate the availability of building materials and labor for post-disaster home repair, addressing provisions for:
 - ◆ Storage and staging of donated building materials
 - ◆ Housing and living resources for construction labor
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
 - Promote generation and distribution of home disaster preparedness and recovery resources.
- Identify and maintain relevant contact information for SRF 5 representatives in each primary and supporting agency.

5.2 Short-Term Recovery

Short-term recovery for disaster housing will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate SRF 5 to support ongoing disaster housing activities.

SRF 5 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities, and SRF 4 – Social Services, SRF 6 – Infrastructure Systems, and SRF 7 – Natural and Cultural Resources, to assess and address capacity gaps.
 - Support or perform post-disaster housing damage assessments.
 - Repeat unmet needs assessment to determine unmet housing needs.
 - Identify impacted populations with specialized post-disaster housing needs, including children, seniors, and persons with disabilities and functional needs.

SRF 5. Disaster Housing

- Develop an approach for evaluating and prioritizing the recovery of disaster housing assets.
 - Support or conduct Market-at-a-Glance Reports to determine the economic, demographic, and housing conditions in the affected area.
 - Support or conduct comprehensive housing market analyses to track employment, population, households, and housing inventory trends.
 - Develop a timeline for temporary and permanent disaster housing recovery
- Facilitate expedited permitting for housing renovations and new construction.
- Facilitate the extension of expertise to communities so that temporary housing solutions can be implemented.
 - Facilitate access of individuals and families to housing resources and programs.
 - Facilitate the extension of expertise to communities so that temporary disaster housing solutions can be implemented.
 - ◆ Manage construction and supporting volunteers
 - ◆ Manage building material donations

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure.

SRF 5 intermediate recovery activities may include the following:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, update as required.
 - Reassess housing damage and repair status and adjust priorities and resources accordingly.
 - Repeat unmet needs assessment to determine unmet housing needs.
 - Repeat comprehensive housing market analyses to track employment, population, households, and housing inventory trends.
 - Reassess the timeline for temporary and permanent disaster housing recovery.

SRF 5. Disaster Housing

- Conduct intermediate recovery support activities, including the following activities:
 - Facilitate the extension of expertise to communities so that permanent housing solutions can be implemented.
 - ◆ Manage construction and supporting volunteers
 - ◆ Manage building material donations
 - Provide incentives for displaced or relocated residents to return to the community.
 - Provide support for home repairs that creates resilient housing in preparation for future disasters.
 - Provide technical and human support for remediation of hazardous materials (biological, chemical, etc.) contamination in housing units.
 - Develop strategies for long-term affordable housing.
 - Employ technical and monetary resources, and provide incentives, to encourage home ownership.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and SRF 5 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 5 long-term recovery activities may include the following:

- Continue to update the SRF Recovery Strategy as the recovery progresses.
- Continuous reassessment of intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories.
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF annex is essential to implementation of the disaster housing function. To ensure that readiness activities are undertaken and sustained, OHCS will:

- Assign work groups, as needed, to undertake ownership of their respective SRFs.
- Create a work plan that describes how the SRF will be maintained and implemented.
- Implement preparedness efforts, including: recovery planning; review of existing response and mitigation plans; training and exercises; community outreach; partnership building; capacity building; and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and creating a mechanism to obtain feedback for its improvement.

7 Supporting Documents

Other important documents that provide guidance on disaster housing include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 6 – Mass Care
- Oregon Disaster Housing Task Force, Oregon Disaster Housing Strategy, April 2012

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex D: Housing Recovery Support Function, July 2014
- FEMA National Disaster Housing Strategy, July 2009
- FEMA Catastrophic Housing Annex to the 2012 Federal Interagency Operations Plan – Hurricane, August 2012
- HUD Handbook 4350.1, Chapter 38, Multifamily Emergency/Disaster Guidance

8 Appendices

- Appendix A – SRF 5 Federal Programs
- Appendix B – Oregon Public Housing Authorities

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A – SRF 5 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Community Development Block Grant (CDBG)/ State Administered Program</p>	<p>Department of Housing and Urban Development (HUD)</p>	<p>Provides grants to states to develop viable urban communities (e.g. housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. CDBG funds may be used for activities which include, but are not limited to:</p> <ul style="list-style-type: none"> • Acquisition of real property • Relocation and demolition • Rehabilitation of residential and non-residential structures • Construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes • Public services, within certain limits • Activities relating to energy conservation and renewable energy resources • Provision of assistance to nonprofit and profit-motivated businesses to carry out economic development and job creation/retention activities <p>Each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available. A need is considered urgent if it poses a serious and immediate threat to the health or welfare of the community and has arisen in the past 18 months.</p>	<p>State governments that have elected to administer CDBG funds for non-entitled communities. Some statutory and regulatory requirement waivers are available to states with designated major disaster areas for use of funds for disaster-related projects. Alternatively, CDBG Disaster Recovery (CDBG-DR) funding may be allocated, as was done after Superstorm Sandy.</p>	<p>None</p>	<p>14.228 Community Development Block Grants /State's Program</p>

SRF 5. Disaster Housing

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
HOME Investment Partnerships Program	Department of Housing and Urban Development (HUD)/Community Planning and Development	This is a non-disaster-related formula program under which waivers and statutory suspensions may be provided to jurisdictions that have received a presidential declaration of a major disaster under the Stafford Act. The intent is to provide permanent or transitional housing for low-income homeowners, homebuyers, or renters. This program also provides tenant-based rental assistance to low-income households. Funds can be used for acquisition, new construction, rehabilitation, and tenant-based rental assistance. Use of funds for disaster recovery activities should not duplicate activities reimbursable by the Federal Emergency Management Agency or available through the Small Business Administration low-interest disaster loan programs. HUD can suspend certain statutory and regulatory requirements to facilitate the use of funds for disaster recovery.	Eligible recipients include states, cities, urban counties, and consortia (of contiguous units of general local governments with a binding agreement).	Minimum 25 percent. Jurisdictions in fiscal distress receive full or partial (50 percent) relief from this requirement. Participating jurisdictions that have a presidential declaration of major disaster may also be granted a match reduction of up to 100 percent for two fiscal years, with the possibility of a one-year extension.	14.239 HOME Investment Partnerships Program

Appendix B – Oregon Local Public Housing Authorities

HA Code	PHA Name, Phone & Fax Number	Address	Type [2]
OR019	Linn-Benton Phone: (541)926-4497 Fax: (541)926-3589	1250 SE Queen Ave Albany OR 97322	Section 8
OR008	West Valley Phone: (503)623-8387 Fax: (503)623-6907	204 SW Walnut Ave Dallas OR 97338	Both
OR006	Lane Phone: (541)682-3755 Fax: (541)682-3411	177 Day Island Road Eugene OR 97401	Both
OR031	Josephine Housing Council Phone: (541)479-5529 Fax: (541)476-6120	1205 NE 7th St Grants Pass OR 97526	Section 8
OR007	Umatilla Phone: (541)567-3241 Fax: (541)567-3246	155 SW 10th Street Hermiston OR 97838	Both
OR022	Washington Phone: (503)846-4794 Fax: (503)846-4795	111 NE Lincoln Street Suite 200-L Hillsboro OR 97124	Both
OR017	Klamath Phone: (541)884-0649 Fax: (541)883-1568	1445 Avalon Street Klamath Falls OR 97603	Both
OR032	Neoha Phone: (541)963-5360 Fax: (541)963-3682	2608 May Lane La Grande OR 97850	Both
OR016	Yamhill Phone: (503)883-4318 Fax: (503)883-4329	135 NE Dunn Place McMinnville OR 97128	Section 8
OR015	Jackson Phone: (541)779-5785 Fax: (541)857-1118	2251 Table Rock Road Medford OR 97501	Section 8
OR005	Lincoln Phone: (541)265-5326 Fax: (541)265-6057	1039 NW Nye Street Newport OR 97365	Both
OR009	North Bend Phone: (541)756-4111 Fax: (541)756-4990	1700 Monroe Street North Bend OR 97459	Low-Rent
OR020	Coos-Curry Phone: (541)756-4111 Fax: (541)756-4990	1700 Monroe Street North Bend OR 97459	Both

SRF 5. Disaster Housing

OR027	Malheur Phone: (541)889-9661 Fax: (541)889-6487	959 Fortner Street Ontario OR 97914	Both
OR001	Clackamas Phone: (503)655-8267 Fax: (503)655-8676	13930 South Gain Street Oregon City OR 97045	Both
OR002	Portland Phone: (503)802-8300 Fax: (503)802-8573	135 SW Ash Street Portland OR 97204	Both
OR034	Central Oregon Regional Housing Authority Phone: (541)923-1018 Fax: (541)923-6441	405 SW Sixth Street Redmond OR 97756	Section 8
OR003	Douglas Phone: (541)673-6548 Fax: (541)673-8230	902 West Stanton Street Roseburg OR 97470	Both
OR011	Salem Phone: (503)588-6368 Fax: (503)588-6465	360 Church Street SE Salem OR 97301	Both
OR014	Marion Phone: (503)798-4170 Fax: (503)798-4171	2645 Portland Rd. NE Suite 200 Salem OR 97301	Both
WA013	Columbia Gorge Housing Authority Phone: (541)296-5462 Fax: (541)296-8570	500 2nd Street The Dalles OR 97058	Section 8
OR026	Mid-Columbia Housing Authority Phone: (541)296-5462 Fax: (541)296-8570	500 2nd Street The Dalles OR 97058	Section 8
OR028	Northwest Oregon Housing Authority Phone: (503)861-0119 Fax: (503)861-0220	147 S. Main Ave. Warrenton OR 97146	Section 8

Type: This indicates the type of program administered by a Public Housing Authority. "Both" represents administration of both Section 8 and low-rent programs.

6

SRF 6 – Infrastructure Systems

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Purpose and Scope	SRF 6-1
1.1	Purpose.....	SRF 6-1
1.2	Scope.....	SRF 6-1
2	Assumptions.....	SRF 6-2
3	Concept of Operations	SRF 6-2
3.1	Organization.....	SRF 6-2
3.1.1	State Recovery Functions	SRF 6-2
3.1.2	Federal Recovery Support Functions	SRF 6-3
3.2	Readiness	SRF 6-4
3.3	Activation	SRF 6-4
3.3.1	Transition from Response	SRF 6-4
3.3.2	Activated State	SRF 6-5
3.3.3	Transition to Readiness.....	SRF 6-6
3.4	Infrastructure Services Recovery Action Plan	SRF 6-6
4	Roles and Responsibilities	SRF 6-6
4.1	Coordinating Team: DAS, ODOE, ODOT, PUC	SRF 6-6
4.2	Primary Agencies	SRF 6-7
4.2.1	Oregon Department of Administrative Services.....	SRF 6-7
4.2.2	Oregon Department of Energy.....	SRF 6-7
4.2.3	Oregon Department of Transportation.....	SRF 6-8
4.2.4	Public Utility Commission of Oregon	SRF 6-8
4.3	Supporting Agencies	SRF 6-8
4.3.1	Oregon Department of Aviation	SRF 6-8
4.3.2	Business Oregon	SRF 6-9
4.3.3	Oregon Department of Agriculture.....	SRF 6-9
4.3.4	Oregon Department of Consumer and Business Services	SRF 6-9
4.3.5	Oregon Department of Education	SRF 6-9
4.3.6	Oregon Department of Environmental Quality	SRF 6-9
4.3.7	Oregon Department of Corrections.....	SRF 6-9
4.3.8	Oregon Department of Geology and Mineral Industries ...	SRF 6-9
4.3.9	Oregon Department of State Lands.....	SRF 6-9
4.3.10	Oregon Office of Emergency Management	SRF 6-10
4.3.11	Oregon Office of State Fire Marshal	SRF 6-10
4.3.12	Oregon State Marine Board.....	SRF 6-10

SRF 6. Infrastructure Systems

4.3.13 Oregon Water Resources Department SRF 6-10
4.4 Community Partners SRF 6-10

5 Activities by Recovery Phase SRF 6-11
5.1 Readiness SRF 6-11
5.2 Short-Term Recovery SRF 6-13
5.3 Intermediate Recovery SRF 6-14
5.4 Long-Term Recovery SRF 6-14

6 SRF Development and Maintenance SRF 6-15

7 Supporting Documents SRF 6-15

8 Appendices SRF 6-16
Appendix A – SRF 6 Federal Programs..... SRF 6-17

SRF 6. Infrastructure Systems

SRF 6 Tasked Agencies	
Primary Agencies Coordinating Team	Oregon Department of Administrative Services (DAS) Oregon Department of Energy (ODOE) Oregon Department of Transportation (ODOT) Public Utility Commission of Oregon (PUC)
Supporting Agencies	Oregon Department of Aviation (Aviation) Business Oregon Oregon Department of Agriculture (ODA) Oregon Department of Consumer and Business Services (DCBS) Oregon Department of Education (ODE) Oregon Department of Environmental Quality (DEQ) Oregon Department of Corrections (DOC) Oregon Department of Geology and Mineral Industries (DOGAMI) Oregon Department of State Lands (DSL) Oregon Office of Emergency Management (OEM) Oregon Health Authority (OHA) Oregon Office of the State Fire Marshal (OSFM) Oregon State Marine Board Oregon Water Resources Department (WRD)
Federal Coordinating Agency	U.S. Army Corps of Engineers (USACE)

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 6, Infrastructure Systems, and the six other SRFs are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of SRF 6 – Infrastructure Systems, as well as its objectives, key activities and areas of support, and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 6 is to match the capacity of all infrastructure systems, including, but not limited to, critical facilities, transportation, energy, water, wastewater, and telecommunications to a community's current and projected demand based on its built and virtual environment.

1.2 Scope

SRF 6 is designed to provide guidance to state departments in aiding local and tribal partners in recovery of the built environment.

SRF 6. Infrastructure Systems

The following activities are encompassed within the scope of SRF 6:

- Coordinate with public and private owners and managers of infrastructure sectors and subsectors to recover essential community services, resources, and operations related to:
 - Energy
 - Water
 - Dams
 - Telecommunications
 - Transportation systems (air, land, and water)
 - Food and water
 - Critical facilities (government, healthcare, education, etc.)
 - Sanitation
 - Flood control

2 Assumptions

The following assumptions guide SRF 6 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- Technical assistance is provided to help local government, tribal government, and impacted communities to identify and prioritize critical infrastructure systems and assets.
- Local needs and expectations contribute to a redefined state of normalcy.

3 Concept of Operations

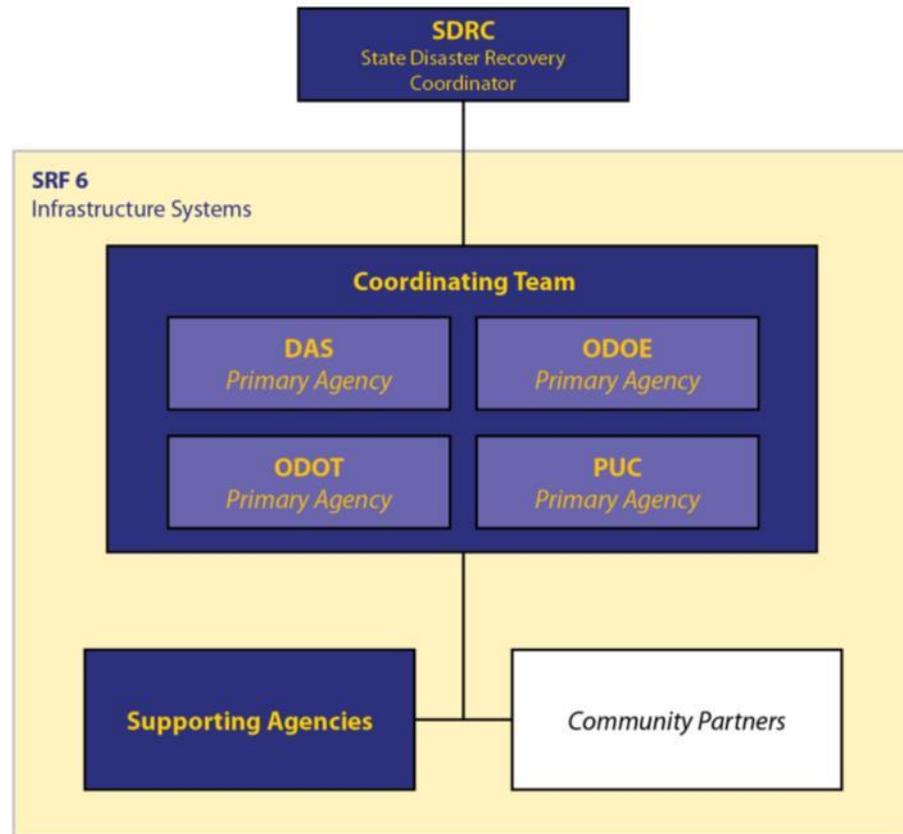
3.1 Organization

3.1.1 State Recovery Functions

SRFs are the organizing principle behind the state’s support of local and tribal recovery organizations.

SRF 6. Infrastructure Systems

SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such due to the frequency and degree of involvement in the SRF’s scope of operations. Each SRF coordinating agency reports to the SDRC and channels requests for other SRFs and/or external support through the SDRC.

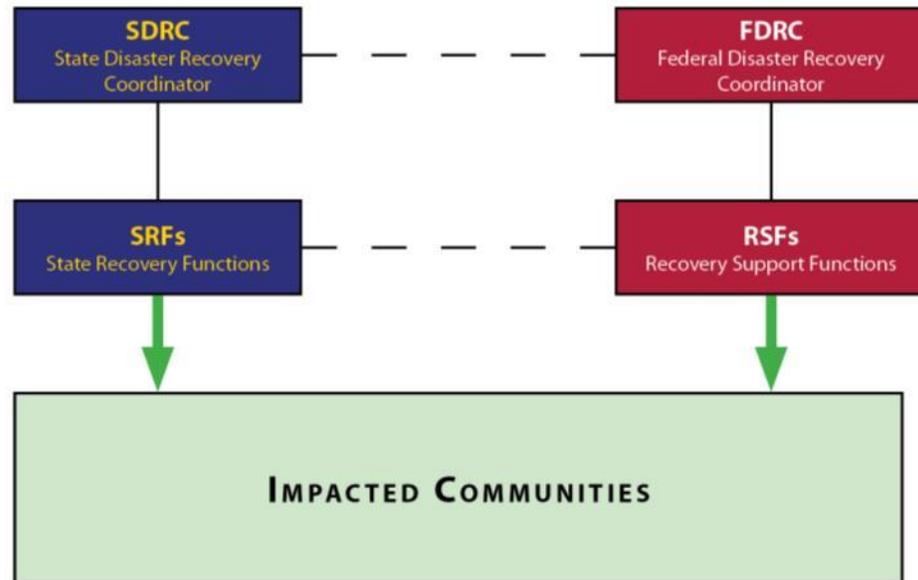


3.1.2 Federal Recovery Support Functions

RSFs are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

While higher-level coordination between state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or State/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may be coordinated directly between SRFs and federal RSFs.

SRF 6. Infrastructure Systems



3.2 Readiness

SRF 6 exists in a state of readiness at all times. In the readiness state:

- The Coordinating Team, constituted of representatives from the four primary agencies, regularly convenes to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.
- Primary agencies prepare agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document.
- Supporting agencies are engaged by the Coordinating Team to ensure their readiness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support to emergency response will be managed by the State Coordinating Officer (SCO). As disaster management transitions from response to recovery, a designated State Disaster Recovery Coordinator (SDRC) will assess the situation and determine whether to activate SRFs.

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and SCO are responsible for agreeing on the timing of transition from response to recovery.

SRF 6. Infrastructure Systems

- When the SDRC activates SRF 6, the Coordinating Team is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - ESF 1 – Transportation
 - ESF 2 – Communications
 - ESF 3 – Public Works
 - ESF 12 – Energy
- Primary agencies for each ESF will be responsible for informing the Coordinating Team of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.



3.3.2 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for Infrastructure Systems.
- The SDRC and Coordinating Team define short-, intermediate, and long-term recovery goals and objectives for Infrastructure Systems. These goals and objectives will become part of the function's recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- The Coordinating Team coordinates assignments for primary and supporting agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC.
- Members of the Coordinating Team may be called upon to provide SRF status reports and briefings to the Governor's Disaster Cabinet and/or the Economic Recovery Council as needed.

SRF 6. Infrastructure Systems

- Primary agencies deploy capabilities according to identified needs. Deployed teams request additional support as needed.
- Supporting agencies provide complementary resources and capabilities, responding as needed to requests from the Coordinating Team.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of the Coordinating Team, will regularly assess whether current Infrastructure Systems support continues to require special coordination under SRF 6. When the SDRC determines that special coordination is no longer required, SRF 6 will revert to the readiness state.

3.4 Infrastructure Services Recovery Action Plan

The SDRC may request that the SRF 6 Coordinating Team prepare an Infrastructure Services Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state infrastructure services recovery activities and should include the following information:

- Existing data on local and tribal needs for infrastructure services support.
- Priorities for infrastructure services recovery.
- Recommendations for SRF 6 support.

4 Roles and Responsibilities**4.1 Coordinating Team: DAS, ODOE, ODOT, PUC**

SRF 6 is directed by a Coordinating Team drawn from selected officials within the four primary agencies: the Oregon Department of Administrative Services (DAS), Oregon Department of Transportation (ODOT), Oregon Department of Energy (ODOE), and the Public Utility Commission of Oregon (PUC).

The Coordinating Team as a whole is responsible for the following activities:

- Facilitate communication and collaboration between SRF 6 primary and supporting agencies, as well as other SRFs.
- Coordinate efforts to implement infrastructure systems recovery activities.

SRF 6. Infrastructure Systems

- Coordinate development and regular update of an Infrastructure Systems Strategy to inform the overall State Recovery Support Strategy.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

4.2 Primary Agencies

The roles of DAS, ODOE, ODOT and PUC as primary agencies are outlined below.

4.2.1 Oregon Department of Administrative Services

As primary agency, DAS is responsible for the following:

- Provide administrative and contracting support to state infrastructure systems recovery activities, including design and leasing of facilities.
- Maintain an inventory of state owned and leased critical facilities.
- Maintain the State Technology System.
- Coordinate State's cybersecurity efforts.
- Provide Geographic Information System (GIS) support for state infrastructure systems recovery activities.

4.2.2 Oregon Department of Energy

As primary agency, ODOE is responsible for the following:

- Provide technical expertise on the region's petroleum supply and distribution system and incident recovery. Work with petroleum industry partners to identify alternate fuel source, delivery systems, and execute/track fuel allocation to priority users.
- Issue voluntary and/or mandatory fuel conservation measures to reduce petroleum consumption by all governmental agencies and political subdivisions in the state to ensure adequate fuel to support recovery activities.
- Facilitate the lifting of temporary environmental waivers and driver hour/weight limit restrictions to ensure timely fuel deliveries to support recovery activities.
- Facilitate and support petroleum industry's recovery efforts to ensure timely restoration of fuel supply levels, infrastructure, and delivery systems back to pre-emergency conditions following a disaster.
- Maintain the Oregon Energy Assurance Plan.

SRF 6. Infrastructure Systems

- Maintain the Oregon Petroleum Contingency Plan.

4.2.3 Oregon Department of Transportation

As primary agency, ODOT is responsible for the following:

- Provide technical assistance in long-range planning and engineering of transportation infrastructure systems.
- Administer transportation assistance programs/funds that can be used for repair or recovery of transportation systems.

4.2.4 Public Utility Commission of Oregon

As primary agency, PUC is responsible for the following:

- Provide technical consultation in support of the Oregon Office of Emergency Management (OEM):
 - Provide subject-matter expertise related to electric, natural gas, intra- and interstate pipelines, telecommunications systems, or networks regarding incident response and recovery.
- Liaise with Energy Utility Operators¹ in the restoration of power, natural gas, and other energy transport and transmission resources, following a disaster. Liaise with telecommunications utilities, FB-CLECs and other land-based transport and transmission resources, hereafter Telecommunications Network Operators (TNOs).
- Natural gas pipeline safety inspectors will monitor and inspect pipeline restoration/reconstruction activities.

4.3 Supporting Agencies

The following agencies have been designated as supporting agencies to SRF 6 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Department of Aviation

- Coordinate repair and restoration of state-owned airport facilities.
- Provide guidance on the repair and restoration of private airport facilities.

¹ Including investor-owned, consumer-owned, tribal, and facility-based competitive local exchange carriers related to telecommunications

SRF 6. Infrastructure Systems

4.3.2 Business Oregon

- Administer the Seismic Rehabilitation Grant Program for schools and emergency services facilities.
- Administer the Special Public Works Fund to provide funds emergency projects as a result of a disaster.
- Manage loans from the Safe Drinking Water Fund through the Oregon Infrastructure Finance Authority.

4.3.3 Oregon Department of Agriculture

- Support restoration of the state's agricultural system infrastructure.

4.3.4 Oregon Department of Consumer and Business Services

- Through the Building Codes Division, enforce and update the statewide building code.
- Provide technical support to local and tribal building departments regarding code and permit requirements.

4.3.5 Oregon Department of Education

- Provide guidance on the recovery of education facilities.

4.3.6 Oregon Department of Environmental Quality

- Provide technical support to local and tribal drinking water and water treatment agencies to ensure a safe water supply.
- Provide technical support for debris management and permitting for debris management sites.

4.3.7 Oregon Department of Corrections

- Coordinate repair and restoration of state-owned correctional facilities.
- Provide labor crews to support extraordinary needs for repairs and/or reconstruction of roads and/or other infrastructure needs.

4.3.8 Oregon Department of Geology and Mineral Industries

- Provide technical assistance regarding the impact of geologic hazards on infrastructure systems.

4.3.9 Oregon Department of State Lands

- Provide technical assistance to local and tribal partners to minimize the impacts of flooding on infrastructure systems.

SRF 6. Infrastructure Systems

4.3.10 Oregon Office of Emergency Management

- Coordinate federal public and individual assistance programs.
- Coordinate mitigation grant programs.

4.3.11 Oregon Office of State Fire Marshal

- Enforce and update the Oregon Uniform Fire Code.
- Provide technical support for recovery activities involving hazardous materials.

4.3.12 Oregon State Marine Board

- Provide technical assistance in recovery activities that impact Oregon's waterways.

4.3.13 Oregon Water Resources Department

- Provide technical support to ensure protection of the public water supply.
- Provide technical assistance for issues of stream flow restoration, water resource data, and water supply solutions.

4.4 Community Partners

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting state recovery efforts in the field of infrastructure systems:

- Oregon Water/Wastewater Agency Response Network (ORWARN)
- American Water Works Association
- Electric Energy Systems Operators Associations:
 - Oregon Rural Electric Cooperative Association
 - Oregon People's Utility District Association
 - Oregon Municipal Electric Utilities Association
- Railroads (BNSF, Union Pacific, Amtrak, short lines)
- Airports, ports, and waterway Managers
- Oregon Heavy Lift Helicopter Consortium
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Telecommunication Network Operators' Associations:

SRF 6. Infrastructure Systems

- Oregon Telecommunications Association (OTA)
- Oregon Cable Telecommunications Association (OCTA)
- Emergency medical services, hospitals and healthcare coalitions
- American Public Works Association
- League of Oregon Cities
- Association of Oregon Counties
- Incumbent Utility Operators (investor-owned and consumer-owned)
 - Telecommunications
 - Energy
 - Water/wastewater
- Williams Pipeline
- TransCanada Pipeline

Primary and supporting agencies for SRF 6 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase and for having the necessary tools for activating these partnerships upon SRF activation.

5 Activities by Recovery Phase

5.1 Readiness

SRF 6 remains in a state of readiness at all times through preparedness activities, including disaster planning, engineering, and operations and maintenance of community infrastructure. The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement infrastructure systems operations effectively and efficiently:

- Pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to infrastructure systems support to local and tribal governments and impacted communities during disaster recovery.
 - Incentivize development of local recovery plans that describe a transition from response in the following areas:
 - ◆ Debris removal
 - ◆ Critical infrastructure protection

SRF 6. Infrastructure Systems

- ◆ Dam safety
- ◆ Continuity of government
- ◆ Potable water source protection
- ◆ Redundant communications
- ◆ Transportation emergencies
- ◆ Food supply emergencies
- ◆ Electrical, natural gas, and telecommunication system outages
- ◆ Wastewater management
- ◆ Stormwater management
- Facilitate coordination with SRF 1 – Community Planning and Capacity Building to plan for recovery of government operations, emergency services, and other community resources.
- Facilitate coordination with SRF 2 – Economic Recovery to plan for recovery of impacted businesses.
- Facilitate coordination with SRF 3 – Health Services to plan for recovery from impacts to healthcare, and behavioral, environmental and public health facilities.
- Facilitate coordination with SRF 7 – Natural and Cultural Resources to ensure that recovery activities for the natural and built environment are synchronized.
- Facilitate inter-jurisdictional infrastructure recovery.
- Foster public-private partnerships with infrastructure owners and managers to identify system strengths and vulnerabilities to address recovery challenges.
- Incentivize creative and green technologies for infrastructure resiliency.
- Identify financing strategies for infrastructure recovery.
- Ensure that the resources and authorities required to implement infrastructure system recovery plans and procedures are available and coordinated within each primary and supporting agency.
 - Facilitate sharing of public and private infrastructure resources and technical expertise.

SRF 6. Infrastructure Systems

- Maintain a list of funding sources, including grant and loan programs to support recovery of infrastructure systems through financing of capital and/or operations costs.
- Identify legal authorities for prioritization of critical infrastructure recovery.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
 - Provide education on personal recovery from short- to long-term power outages, transportation interruptions, evacuations, potable water contamination, storm water damage, and other infrastructure emergencies.
- Identify and maintain relevant contact information for SRF 6 representatives in each primary and supporting agency.

5.2 Short-Term Recovery

Short-term recovery for restoration of infrastructure systems will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate SRF 6 to support ongoing infrastructure systems activities.

SRF 6 short-term recovery activities may include the following:

- Work with local governments, tribal governments, and impacted communities to address capacity gaps.
 - Develop and distribute infrastructure recovery guidance and procedures.
- Perform or collect infrastructure damage assessments and develop an approach for evaluating and prioritizing the recovery of infrastructure systems.
 - Facilitate recovery coordination for infrastructure that crosses multiple jurisdictions.
 - Generate a timeline for infrastructure recovery.
- Facilitate the extension of technical expertise and human resources to communities and private sector owner/operators so that infrastructure systems solutions can be implemented.
- Facilitate requests for, and distribution of, federal funds and other resources for infrastructure recovery.

SRF 6. Infrastructure Systems

- Implement short-term recovery solutions and repairs to maintain community function and identify intermediate-term solutions.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure.

SRF 6 intermediate recovery activities may include:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, updating as required.
- Conduct intermediate recovery support activities, including the following:
 - Re-assess impacts and prioritize recovery efforts.
 - Re-assess infrastructure needs and adapt strategies as changes arise.
 - Identify long-term infrastructure recovery needs and challenges.
 - Identify long-term goals for infrastructure reliance.
 - Provide technological, human, and financial support to initiate long-term infrastructure recovery repairs and solutions.
 - Initiate implementation of infrastructure system improvements to enhance resilience for future disasters.

5.4 Long-Term Recovery

Community recovery activities can potentially extend for more than 18 months, and SRF 6 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 6 long-term recovery activities may include the following:

- Continue to update the SRF Recovery Strategy as the recovery progresses.
- Continually reassess intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.

SRF 6. Infrastructure Systems

- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF annex is essential to implementation of the infrastructure systems function. To ensure that readiness activities are undertaken and sustained, the Coordinating Team will:

- Assign work groups, as needed, to undertake ownership of their respective SRFs.
- Create a work plan that describes how the SRF will be maintained and implemented.
- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and creating a mechanism to obtain feedback for its improvement.

7 Supporting Documents

Other important documents that provide guidance on infrastructure services include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 2 - Communications
 - ESF 3 – Public Works
 - ESF 12 - Energy
- State of Oregon Debris Management Plan

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011

SRF 6. Infrastructure Systems

- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex E: Infrastructure Systems Recovery Support Function, July 2014

8 Appendices

- Appendix A – SRF 6 Federal Programs

Appendix A – SRF 6 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Coastal Resilience Networks “CRest” Grant Program</p>	<p>Department of Commerce – National Oceanic and Atmospheric Administration (NOAA)</p>	<p>The funds implement activities to enhance resilience of coastal communities to natural hazard and climate risks (which include storms, flooding, sea level rise, climate change, etc.). Projects should provide beneficial public outcomes for coastal communities to address existing and potential future risks to coastal infrastructure, local economies, vulnerable populations, and the natural environment. Projects that connect existing federal, state, and local programs are very desirable, as are efforts that engage the public and include one or more of the following: preparedness, recovery, risk and vulnerability, adaptation, and under-served or under-represented populations.</p>	<p>Availability of funds is dependent upon annual Congressional appropriations. Applicants can request between \$100,000 and \$350,000 per year for a single project. U.S. Flag Pacific Islands; the Gulf of Mexico; and the West Coast (California, Oregon, and Washington), and local or county governments; nonprofit organizations; regional authorities; and institutions of higher education in these regions.</p>	<p>N/A</p>	<p>11.473 Coastal Resilience Networks “CRest” Grant Program</p>

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Coastal Resilience Networks “CRest” Grant Program</p>	<p>Department of Commerce – National Oceanic and Atmospheric Administration (NOAA)</p>	<p>The funds implement activities to enhance resilience of coastal communities to natural hazard and climate risks (which include storms, flooding, sea level rise, climate change, etc.). Projects should provide beneficial public outcomes for coastal communities to address existing and potential future risks to coastal infrastructure, local economies, vulnerable populations, and the natural environment. Projects that connect existing federal, state, and local programs are very desirable, as are efforts that engage the public and include one or more of the following: preparedness, recovery, risk and vulnerability, adaptation, and under-served or under-represented populations.</p>	<p>Availability of funds is dependent upon annual Congressional appropriations. Applicants can request between \$100,000 and \$350,000 per year for a single project. U.S. Flag Pacific Islands; the Gulf of Mexico; and the West Coast (California, Oregon, and Washington), and local or county governments; nonprofit organizations; regional authorities; and institutions of higher education in these regions.</p>	<p>N/A</p>	<p>11.473 Coastal Resilience Networks “CRest” Grant Program</p>
<p>Community Development Block Grant (CDBG)/ State Administered Program</p>	<p>Department of Housing and Urban Development (HUD)</p>	<p>This program provides grants to states to develop viable urban communities (e.g., housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. Funding projects include emergency response activities such as debris removal, clearance, and demolition along with extraordinary increases in public services or disaster victims. Funds can also be used for long-term recovery needs.</p>	<p>Eligible applicants include state governments that have elected to administer CDBG funds for non-entitled communities. Some statutory and regulatory requirement waivers are available to states with designated major disaster areas.</p>	<p>None</p>	<p>14.228 Community Development Block Grants /State’s Program</p>

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Community Development Block Grants / Section 108 Loan Guarantee Program</p>	<p>Department of Housing and Urban Development (HUD)</p>	<p>The purpose of these grants is to develop viable urban communities (e.g., housing, a suitable living environment, expanded economic opportunities) in non-entitlement areas, principally for low- and moderate-income persons. This program provides loan guarantees to participating states and local governments to obtain federally guaranteed loans for disaster distressed areas.</p>	<p>Localities receive loan guarantees via states. Entitlement and small communities can receive a loan guarantee if the proposed use is eligible, HUD has not exceeded its annual commitment authority, the guaranteed loan is adequately secured, and the community or state has not reached its maximum guarantee level.</p>	<p>N/A</p>	<p>14.248 Community Development Block Grants – Section 108 Loan Guarantees</p>
<p>Drinking Water State Revolving Fund</p>	<p>Environmental Protection Agency (EPA)</p>	<p>EPA provides grants to states to support the Drinking Water State Revolving Fund, which provides low-interest loans to water systems for infrastructure improvements needed to protect public health and ensure compliance with the Safe Drinking Water Act. States may also reserve a portion of their grants (i.e., set-asides) to finance technical assistance to help utilities recover from disasters. Assistance could include assessing damages, identifying restoration needs, and locating/monitoring pollution sources. Funds have been used in flood and drought situations.</p>	<p>Both publicly and privately owned community water systems and non-profit, non-community water systems are eligible for funding. Systems apply to their State agency for low interest loans ranging from zero percent to market rate. Loans are repaid over a period of up to 20 years, though terms can be extended to 30 years for systems designated by the state as “disadvantaged.”</p>	<p>20 percent</p>	

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Economic Adjustment Assistance Program</p>	<p>Department of Commerce – Economic Development Administration</p>	<p>The activating mechanism is a declaration of a disaster by the president or other federal declarations. The intent is to respond to the short- and long-term effects of severe economic dislocation events on communities. Grants are provided for planning, technical assistance, revolving loan funds, and infrastructure construction to assist affected communities in accelerating economic recovery and implementing strategic actions to reduce the risk of economic damage and loss in commercial and industrial areas from future disasters.</p>	<p>Eligible applicants include state, city, or other political subdivisions of a state; or a consortium of political subdivisions, an economic development district, or a public or private nonprofit organization or association acting in cooperation with officials of a political subdivision; an institution of higher education, or a consortium of institutions of higher education; or an Indian tribe. Area eligibility requirements, including special area eligibility due to a disaster declaration, are set forth in EDA's current regulations.</p>	<p>See current EDA regulations</p>	<p>11.307 Economic Adjustment Assistance</p>

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Emergency Community Water Assistance Grants (ECWAG)</p>	<p>Department of Agriculture (USDA) –Rural Utilities Service</p>	<p>The activating mechanism is a major disaster or emergency, such as – but not limited to – a drought; an earthquake; a flood; a tornado; a hurricane; disease outbreak; or chemical spill, leakage, or seepage. The objective of the ECWAG program is to assist the residents of rural areas that have experienced a significant decline in quantity or quality of water, or in which such a decline is considered imminent, to obtain or maintain adequate quantities of water that meet the standards set by the Safe Drinking Water Act. Grant funds may be used to extend waterlines on existing systems; to construct new water lines; to repair existing systems; to perform significant maintenance on existing systems; to construct new wells, reservoirs, transmission lines, treatment plants, storage tanks, etc.; to replace equipment; to provide connection and/or tap fees; to pay costs incurred within six months of the date an application was filed with USDA to correct an emergency situation that would have been eligible for funding under this program; or to provide funds for any other appropriate related purposes.</p>	<p>States, rural localities, nonprofit organizations, and Native American tribes. Grants not to exceed \$500,000 to address water sources and \$150,000 to address the distribution system.</p>	<p>None</p>	<p>10.763 Emergency Community Water Assistance Grants / 10.766 Community Facilities Loans and Grants</p>

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>FHWA Emergency Relief (ER) Program</p>	<p>Department of Transportation (USDOT) – Federal Highway Administration (FHWA)</p>	<p>A special program funded through the Highway Trust Fund for the repair or reconstruction of Federal-aid highways and roads on Federal lands which have suffered serious damage as a result of (1) natural disasters or (2) catastrophic failures from an external cause. Damage to highways must be severe, occur over a wide area, and result in unusually high expenses to the highway agency.</p>	<p>States may request ER funding after a catastrophic failure due to an external cause based on the criteria that the failure was not the result of an inherent flaw in the facility but was sudden, caused a disastrous impact on transportation services, and resulted in unusually high expenses to the highway agency. States are required to submit an application for ER funding to FHWA within two calendar years of the date of the disaster.</p>	<p>Approved ER funds are available at the pro-rata share that would normally apply to the Federal-aid facility damaged.</p>	

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Flood Mitigation Assistance Program</p>	<p>Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)</p>	<p>Provides project grants to assist States, Federally - recognized Indian tribal governments, and communities with the goal of reducing or eliminating claims under the National Flood Insurance Program (NFIP).</p> <p>There are three types of FMA grants available to applicants:</p> <ul style="list-style-type: none"> • Planning Grants - to prepare flood mitigation plans; • Project Grants - to implement measures to reduce flood losses, such as elevation, acquisition or relocation of NFIP-insured structures; and • Management Cost Grants - for the grantee to help administer the FMA program and activities. 	<p>The State or community must first develop (and have approved by FEMA) a flood mitigation plan that describes the activities to be carried out with assistance provided under this program. The plan must be consistent with a comprehensive strategy for mitigation activities, and be adopted by the State or community following a public hearing.</p>	<p>FEMA may contribute up to 100 percent. Federal cost share for severe repetitive loss properties or the expected savings to the NFIP for acquisition or relocation activities (the GSTF value for property acquisition may be offered to the property owner if the project is not cost-effective using pre-event or current market value); FEMA may contribute up to 90 percent Federal cost share for repetitive loss properties; and FEMA may contribute up to 75 percent Federal cost share for NFIP-insured properties. The applicant or subapplicant is responsible for the remaining non-Federal share of eligible activity costs.</p>	<p>97.029 Flood Mitigation Assistance</p>

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>FTA Emergency Relief Program</p>	<p>Department of Transportation (USDOT) – Federal Transit Administration (FTA)</p>	<p>This program helps States and public transportation systems pay for protecting, repairing, and/or replacing equipment and facilities that may suffer or have suffered serious damage as a result of an emergency, including natural disasters such as floods, hurricanes, and tornadoes. The program can fund capital projects to protect, repair, or replace facilities or equipment that are in danger of suffering serious damage, or have suffered serious damage as a result of an emergency. The program can also fund the operating costs of evacuation, rescue operations, temporary public transportation service, or reestablishing, expanding, or relocating service before, during or after an emergency.</p>	<p>States and governmental authorities, including public transportation agencies. Funds will be appropriated by Congress as necessary. The grants are only for expenses that are not reimbursed by the Federal Emergency Management Agency (FEMA). Grants made under the program are subject to terms and conditions that the secretary of transportation determines are necessary. Operating costs are eligible for one year beginning on the date of declaration or for two years if the secretary of transportation determines there is a compelling need.</p>	<p>20 percent, although FTA may waive the local match.</p>	

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Hazard Mitigation Grant Program</p>	<p>Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)</p>	<p>Provides funding through project grants to support states, Indian tribal governments, territories, communities, and other eligible applicants to reduce the risk of future damage, loss of life and property in any area affected by a major disaster. Following a Presidential-declared disaster or emergency, grants may be made for: structural hazard controls or protection projects; construction activities that will result in reduction of hazards; retrofitting of facilities; acquisition of real property, relocation, demolition of structures; elevation of residential structures; minor flood reduction projects; structural retrofitting of existing structures; safe room construction; initial implementation of vegetation management programs; elevation or dry flood- proofing of non-residential structures; initial training of building officials and other professionals to facilitate the implementation of newly adopted State or local mitigation standards and codes, and mitigation planning actions.</p>	<p>State and local governments, other political subdivisions such as special districts, federally recognized Indian tribal governments, Alaska Native villages or organizations, but not Alaska Native Corporations, and certain Private Non-Profit organizations in designated emergency or major disaster areas shall serve as the Applicant to FEMA for HMGP assistance.</p> <p>Applicants that have a current, approved Standard State/Tribal Mitigation Plan at the time of the declaration of a major disaster are eligible to receive up to 15% of the value of all other disaster assistance grants for HMGP.</p> <p>Applicants that have an approved Enhanced State/Tribal Mitigation Plan in effect may receive 20 percent of the value of all other disaster assistance grants for HMGP.</p>	<p>FEMA can fund up to 75 percent of the eligible costs of projects submitted under each disaster declaration. The State or project applicant is responsible for the remainder which can be a combination of cash, in-kind services, or materials.</p>	<p>97.039 Hazard Mitigation Grant</p>

SRF 6. Infrastructure Systems

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Investments for Public Works and Economic Development Facilities</p>	<p>Department of Commerce – Economic Development Administration (EDA)</p>	<p>Grants support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments; attract private sector capital; and promote regional competitiveness, innovation, and entrepreneurship – including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, accelerate new business development, and enhance the ability of regions to capitalize on opportunities presented by free trade.</p>	<p>Eligible applicants include state, city, county, or other political subdivision of a state. All investments must be consistent with a current EDA-development plan for the region in which the project will be located.</p>	<p>0-50 percent</p>	<p>11.300 Investments for Public Works and Economic Development Facilities</p>
<p>Public Assistance (PA) Grant Program</p>	<p>Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)</p>	<p>Provides project grants to assist State and local governments in responding to and recovering from the devastating effects of disasters by providing assistance for debris removal, emergency protective measures and the repair, restoration, reconstruction or replacement of public facilities or infrastructure damaged or destroyed. Restricted to Presidential-declared disasters or emergencies, such as an earthquake, hurricane, tornado, or wildfire.</p>	<p>State and local governments, other political subdivisions such as special districts, federally recognized Indian tribal governments, Alaska Native villages or organizations, but not Alaska Native Corporations, and certain Private Non-Profit organizations in designated emergency or major disaster areas</p>	<p>25 percent. The Federal share of the grant is not less than 75 percent with the State and local governments responsible for the remainder.</p>	<p>97.036 Disaster Grants – Public Assistance (Presidentially Declared Disasters)</p>

7

SRF 7 – Natural and Cultural Resources

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Purpose and Scope	SRF 7-1
1.1	Purpose.....	SRF 7-1
1.2	Scope.....	SRF 7-2
2	Assumptions.....	SRF 7-2
3	Concept of Operations	SRF 7-3
3.1	Organization.....	SRF 7-3
3.1.1	State Recovery Functions	SRF 7-3
3.1.2	Federal Recovery Support Functions	SRF 7-4
3.2	Readiness	SRF 7-5
3.3	Activation	SRF 7-5
3.3.1	Transition from Response	SRF 7-5
3.3.2	Activated State	SRF 7-6
3.3.3	Transition to Readiness.....	SRF 7-7
3.4	Natural and Cultural Resources Recovery Action Plan	SRF 7-7
4	Roles and Responsibilities	SRF 7-8
4.1	Coordinating Agency: Department of Environmental Quality.....	SRF 7-8
4.2	Primary Agencies.....	SRF 7-8
4.2.1	Oregon Department of Environmental Quality	SRF 7-9
4.2.2	Oregon Department of Agriculture.....	SRF 7-9
4.2.3	Oregon Department of Forestry.....	SRF 7-9
4.2.4	Oregon Department of Fish and Wildlife.....	SRF 7-9
4.2.5	Oregon Parks and Recreation Department / State Historic Preservation Office.....	SRF 7-10
4.2.6	Oregon Water Resources Department	SRF 7-10
4.3	Supporting Agencies	SRF 7-10
4.3.1	Oregon Department of Administrative Services.....	SRF 7-10
4.3.2	Oregon Department of Land Conservation and Development.....	SRF 7-10
4.3.3	Oregon Department of Geology and Mineral Industries .	SRF 7-11
4.3.4	Oregon Department of State Lands.....	SRF 7-11
4.3.5	Oregon Department of Education	SRF 7-11
4.3.6	Oregon Department of Energy.....	SRF 7-11
4.3.7	Oregon Legislative Commission on Indian Services.....	SRF 7-11
4.3.8	Oregon Secretary of State	SRF 7-11

SRF 7. Natural and Cultural Resources

4.3.9 Oregon State Marine Board..... SRF 7-11
4.3.10 Oregon State Police SRF 7-11
4.3.11 Oregon State University Cooperative Extension..... SRF 7-12
4.3.12 Oregon Watershed Enhancement Board..... SRF 7-12
4.4 Community Partners SRF 7-12

5 Activities by Recovery PhaseSRF 7-12
5.1 Readiness SRF 7-12
5.2 Short-Term Recovery SRF 7-13
5.3 Intermediate Recovery SRF 7-14
5.4 Long-Term Recovery SRF 7-15

6 SRF Development and MaintenanceSRF 7-15

7 Supporting DocumentsSRF 7-16

8 AppendicesSRF 7-16
Appendix A – SRF 7 Federal Programs..... SRF 7-17

SRF 7. Natural and Cultural Resources

SRF 7 Tasked Agencies	
Coordinating Agency	Oregon Department of Environmental Quality (DEQ)
Primary Agencies	Oregon Department of Environmental Quality (DEQ) Oregon Department of Agriculture (ODA) Oregon Department of Forestry (ODF) Oregon Department of Fish and Wildlife (ODFW) Oregon Parks and Recreation Department / State Historic Preservation Office (OPRD/SHPO) Oregon Water Resources Department (WRD)
Supporting Agencies	Oregon Department of Administrative Services (DAS) Oregon Department of Land Conservation and Development (DLCD) Oregon Department of Geology and Mineral Industries (DOGAMI) Oregon Department of State Lands (DSL) Oregon Department of Education (ODE) Oregon Department of Energy (ODOE) Oregon Legislative Commission on Indian Services Oregon Secretary of State (SOS)* Oregon State Marine Board (OSMB) Oregon State Police (OSP) Oregon State University Cooperative Extension Oregon Watershed Enhancement Board
Federal Coordinating Agency	Department of the Interior (DOI)

* Indicates an organization headed by an independently elected state official. The State Recovery Plan is intended to provide guidance for those activities, but support of state recovery activities is the prerogative of the elected that is responsible for the organization.

1 Purpose and Scope

1.1 Purpose

State Recovery Function (SRF) 7, Natural and Cultural Resources, and the six other SRFs are essential parts of the *Oregon Disaster Recovery Plan*. This document presents the mission of SRF 7 – Natural and Cultural Resources, as well as its objectives, key activities and areas of support, and roles and capabilities of partners. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents.

The mission of SRF 7 is to integrate state assets and capabilities to help local governments, tribal governments, and impacted communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

SRF 7. Natural and Cultural Resources**1.2 Scope**

SRF 7 is designed to provide guidance to state departments in aiding local and tribal partners in preserving, protecting, conserving, rehabilitating, and restoring natural and cultural resources. The following activities were encompassed within the scope of SRF 7:

- Assist in the identification of natural and cultural resources through development of inventories.
- Assess natural and cultural resources for vulnerability to hazards and potential impacts to the community that their damage or loss would cause.
- Implement recovery and restoration support for natural and cultural resources.
- Facilitate ongoing management of natural and cultural resources, including maintenance of natural systems in a state of health and resilience, and establishment of protocols and resources for maintaining temporary and permanent safekeeping of cultural resources before, during, and after emergencies

2 Assumptions

The following assumptions guide SRF 7 activities in pursuit of its mission:

- Local and tribal governments are the primary decision makers driving community recovery.
- A systematic approach to recovery increases the likelihood of successful recovery, project implementation, and fiscal support.
- Considerations related to the management and protection of natural and cultural resources, community sustainability, and compliance with environmental planning and historic preservation requirements can be incorporated into long-term recovery efforts.
- Staff should be familiar with state and federal environmental regulations, including the National Environmental Policy Act (NEPA) and how the Federal Emergency Management Agency region implements these requirements. Early coordination by NEPA experts will enable an efficient documentation process and avoid unanticipated delays in agency coordination or project design changes, to minimize environmental effects.
- NEPA and Endangered Species Act (ESA) compliance can occur on parallel tracks, but ESA consultation must be executed prior to completion of the NEPA process. It is essential to identify early on any

SRF 7. Natural and Cultural Resources

ESA issues that may result from recovery-related actions and to coordinate with the appropriate federal agencies. ESA issues will vary greatly among regions and states.

- Staff should also understand best management practices as they relate to recovery projects that could have environmental impacts. More importantly, they must convey to local stakeholders the importance of incorporating these practices as projects are developed.
- Specialists who understand NEPA compliance for cultural/historical resources do not necessarily know the Secretary of the Interior Standards (e.g., for rehabilitation), nor do they always know about preservation programs and funding sources. This is because NEPA is focused on environmental compliance. Bringing in specialists with specific preservation expertise will help ensure preservation standards are met.
- Collections of cultural and historic significance may be damaged in disasters. These holdings—including irreplaceable books, documents, photographs, audio-visual records, art, and artifacts—may represent a community's heritage and provide a focus for tourism. Their preservation is critical to both economic recovery and community resilience.
- Museum, library, and other cultural institution collections are often dependent on grants and other funding and are not always well prepared for disaster (i.e., although they should, they do not always, have emergency plans in place).

3 Concept of Operations

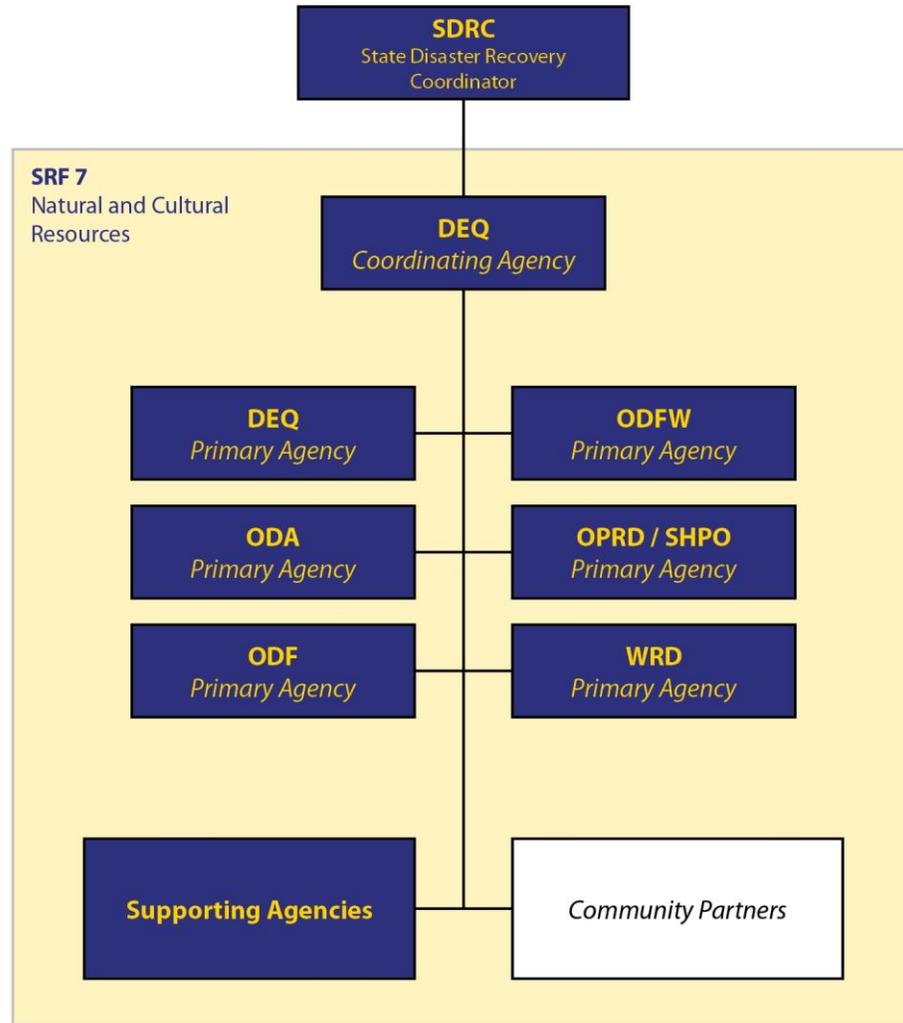
3.1 Organization

3.1.1 State Recovery Functions

SRFs are the organizing principle behind the state's support of local and tribal recovery organizations.

SRFs mobilize the authorities and expertise of multiple state agencies under a coordinating agency that ensures delivery of state support. Each SRF includes primary and supporting agencies, designated as such based on the frequency and degree of involvement in the SRF's scope of operations. Each SRF coordinating agency reports to the State Disaster Recovery Coordinator (SDRC) and channels requests for other SRFs and/or external support through the SDRC.

SRF 7. Natural and Cultural Resources

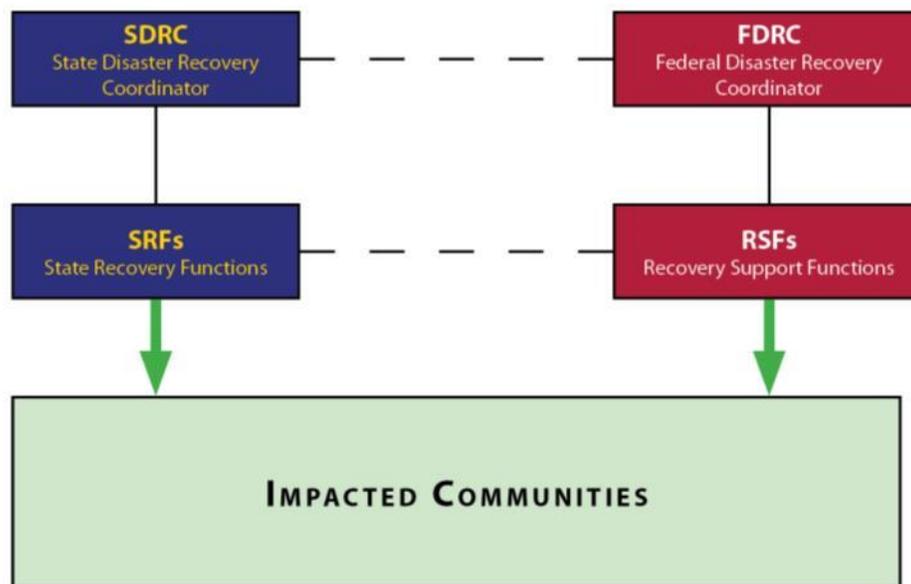


3.1.2 Federal Recovery Support Functions

Recovery Support Functions (RSFs) are the organizing principle behind federal support for recovery. Like SRFs, RSFs are organized under a coordinating agency and use primary and supporting agencies to perform required actions.

While higher-level coordination between state and federal organizations will typically take place at the level of State/Federal Coordinating Officer or S/Federal Disaster Recovery Coordinator, day-to-day actions, as well as information and resource sharing, may take place directly between SRFs and federal RSFs.

SRF 7. Natural and Cultural Resources



3.2 Readiness

SRF 7 exists in a state of readiness at all times. In the readiness state:

- As the coordinating agency, the Oregon Department of Environmental Quality (DEQ) regularly convenes representatives from Primary Agencies and Supporting Agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation.
- Primary Agencies prepare agency-specific plans and procedures and maintain the capabilities to deploy in the roles specified in this document.
- Supporting Agencies are engaged by DEQ and Primary Agencies to ensure their readiness to efficiently and effectively assist when needed.

3.3 Activation

Following a disaster, state support of emergency response will be managed by the State Coordinating Officer. As disaster management transitions from response to recovery, a designated SDRC will assess the situation and determine whether to activate SRFs.

3.3.1 Transition from Response

Upon activation, each SRF will gradually take on roles associated with one or more Emergency Support Functions (ESFs) activated during the response phase.

- The SDRC and SCO are responsible for agreeing on the timing of transition from response to recovery.

SRF 7. Natural and Cultural Resources

- When the SDRC activates SRF 7, DEQ is responsible for ensuring the smooth transition of state disaster management activities from the following ESFs:
 - ESF 3 – Public Works
 - ESF 10 – Hazardous Materials
 - ESF 12 – Energy
 - ESF 17 – Agriculture and Animal Protection
- Primary agencies for each ESF will be responsible for informing DEQ of ongoing efforts that need to continue in the recovery phase and for providing all relevant materials and contact information.



3.3.2 Activated State

In the activated state:

- The SDRC receives requests from local governments, tribal governments, and impacted communities requiring state support for natural and cultural resources.
- The SDRC and DEQ define short, intermediate, and long-term recovery goals and objectives for natural and cultural resources. These goals and objectives will become part of the function’s recovery strategy and will take into account the type and impacts of the disaster, as well as the actions taken during emergency response.
- DEQ coordinates assignments for primary agencies and supporting agencies as appropriate, checks regularly on the status of requests and provided assistance, and reports progress and issues to the SDRC.
- DEQ may be called upon to provide SRF status reports and briefings to the Governor’s Disaster Cabinet and/or the Economic Recovery Council as needed.
- Primary agencies deploy capabilities according to identified needs. Deployed teams request additional support as needed.

SRF 7. Natural and Cultural Resources

- Supporting agencies provide complementary resources and capabilities, responding as needed to requests from DEQ and primary agencies.

3.3.3 Transition to Readiness

As recovery proceeds, state agency activities will gradually shift from special recovery support to normal business. The SDRC, with the support of DEQ, will regularly assess whether current natural and cultural resources support continues to require special coordination under SRF 7. When the SDRC determines that special coordination is no longer required, SRF 7 will revert to the readiness state.

3.4 Natural and Cultural Resources Recovery Action Plan

The SDRC may request SRF 7, via DEQ, to prepare a Natural and Cultural Resources Recovery Action Plan to inform the overarching State Recovery Action Plan. This strategy will provide information to guide state disaster housing recovery activities and should include the following information:

- Existing data on natural and cultural resources impacts
- Priorities for natural and cultural resources recovery
- Recommendations for SRF 7 support

Objectives of the Natural and Cultural Resources Recovery Action Plan may include the following:

Natural Resources

- Integrate environmental staff knowledgeable in natural resources and environmental regulatory requirements early in a disaster recovery planning process to address potential environmental or regulatory issues.
- Develop pre-existing (pre-disaster) agreements between natural and cultural response agencies to facilitate post-disaster recovery actions.
- Provide assistance to local and tribal jurisdictions regarding the applicability of environmentally friendly design to guide recovery projects.
- Integrate sustainable planning elements to provide a multi-disciplined effort that includes consideration of long-term environmental effects on natural resources, integration of open space, sensitive resources, and community well-being.

SRF 7. Natural and Cultural Resources**Cultural Resources**

- Pre-identify funding sources for cultural resource needs (e.g., artifact conservation, building rehabilitation, document recovery, archaeological site preservation).
- Provide post-disaster assistance in completing surveys and historic designations to prevent inappropriate repairs affecting integrity of place or district.
- Coordinate with other SRFs to provide information on cultural resources.

4 Roles and Responsibilities**4.1 Coordinating Agency: Department of Environmental Quality**

The coordinating agency for SRF 7 is DEQ. As the coordinating agency, DEQ is responsible for the following:

- Facilitate communication and collaboration between SRF 7 primary and supporting agencies, as well as other SRFs.
- Coordinate efforts to implement natural and cultural resources recovery activities.
- Coordinate development and regular update of a Natural and Cultural Resources Recovery Strategy to inform the overall State Recovery Support Strategy.
- Designate regional field coordinators as necessary to support local and tribal recovery activities.

4.2 Primary Agencies

The primary agencies for SRF 7 are DEQ, Oregon Department of Agriculture (ODA), Oregon Department of Forestry (ODF), Oregon Department of Fish and Wildlife (ODFW), the Oregon Parks and Recreation Department (OPRD) State Historic Preservation Office (SHPO), and the Water Resources Department (WRD).

SRF 7. Natural and Cultural Resources**4.2.1 Oregon Department of Environmental Quality**

As primary agency, DEQ is responsible for the following:

- Conduct sampling and monitoring of environmental conditions.
- Establish restoration strategies and requirements for natural resources damages caused by oil and hazardous material releases.
- Perform permitting and authorization activities.
- Conduct or provide oversight of environmental restoration activities to ensure compliance with requirements.
- Enforce environmental laws.

4.2.2 Oregon Department of Agriculture

As primary agency, ODA is responsible for the following:

- Provide technical assistance for recovery activities involving agricultural water quality and resource conservation on agricultural lands.
- Assist local soil and water conservation districts in natural resource management activities during recovery.

4.2.3 Oregon Department of Forestry

As primary agency, ODF is responsible for the following:

- Devise and use environmentally sound and economically efficient strategies that minimize the total cost to protect Oregon's timber and other forest values from loss caused by wildland fire.
- Regulate forest management practices during recovery.
- Provide technical assistance to local, tribal, and private sector partners regarding environmentally sound forest management practices.

4.2.4 Oregon Department of Fish and Wildlife

As primary agency, ODFW is responsible for the following:

- Oversee activities to protect the state's fish and wildlife and their habitats during recovery activities.
- Administer the state's Fish and Wildlife Habitat Mitigation Policy.
- Provide technical assistance for the recovery of commercial and recreational marine fisheries through the Marine Resources Program.

SRF 7. Natural and Cultural Resources**4.2.5 Oregon Parks and Recreation Department / State Historic Preservation Office**

As primary agency, OPRD/SHPO is responsible for the following:

- Coordinate restoration of state parks and recreations areas.
- Utilize parks not affected, or minimally affected, by the disaster to stage transitions from response to recovery.
- Provide technical assistance through the department's natural resources, engineering, planning, and heritage sections.
- Provide technical assistance to guide recovery activities to minimize impact to culturally or historically significant sites.

4.2.6 Oregon Water Resources Department

As primary agency, WRD is responsible for the following:

- Administer state laws governing surface and ground water resources.
- Provide technical assistance for issues of streamflow restoration, water resource data, and water supply solutions.

4.3 Supporting Agencies

The following agencies have been designated as supporting agencies to SRF 7 based on their identified missions and capabilities. Typical support roles are outlined for each agency below.

4.3.1 Oregon Department of Administrative Services

- Provide administrative and contracting support to state natural and cultural resources recovery activities.
- Provide Geographic Information System (GIS) support for state recovery activities.

4.3.2 Oregon Department of Land Conservation and Development

- Administer the state's land use planning program.
- Through the Planning Services Division, provide technical assistance relating to urban development, farm and forest land protection, natural resource management, and floodplain management.
- Through the Ocean and Coastal Services Division, administer the state's Coastal Management Program, including provision of technical assistance for the protection of estuaries, shorelands, beaches and dunes, and ocean resources.

SRF 7. Natural and Cultural Resources

- Implement a coastal hazards and assessment program.

4.3.3 Oregon Department of Geology and Mineral Industries

- Provide technical assistance regarding the impact of geologic hazards on the environment.
- Regulate mineral and aggregate extraction during recovery.

4.3.4 Oregon Department of State Lands

- Administer the state's removal-fill program as it relates to recovery activities impacting waters of the state.
- Provide technical assistance to local and tribal partners to minimize the impacts of flooding, improve water quality, and provide fish and wildlife habitat after a disaster.

4.3.5 Oregon Department of Education

- Support protection of state cultural and historic resources.

4.3.6 Oregon Department of Energy

- Provide technical assistance for conservation of energy resources after a disaster.
- Work with petroleum industry partners to identify alternate fuel source, delivery systems, and execute/track fuel allocation to priority users to support recovery activities.

4.3.7 Oregon Legislative Commission on Indian Services

- Provide policy guidance and technical assistance for protection of culturally significant resources to Oregon's native tribes.

4.3.8 Oregon Secretary of State

- Maintain and protect the state archives.

4.3.9 Oregon State Marine Board

- Assist in coordination of marine law enforcement activities to ensure compliance with environmental rules and regulations.
- Implement the Aquatic Invasive Species Prevention Permit program as it relates to disaster recovery activities.

4.3.10 Oregon State Police

- Assist in coordination of law enforcement activities to ensure compliance with environmental rules and regulations.

SRF 7. Natural and Cultural Resources**4.3.11 Oregon State University Cooperative Extension**

- Support protection of state natural resources.

4.3.12 Oregon Watershed Enhancement Board

- Support conservation and restoration of Oregon's watersheds.

4.4 Community Partners

The following list of organizations has been identified as a partial, non-exclusive list of partners supporting the state's recovery efforts in the field of natural and cultural resources:

- City, County, and Tribal Planning, Cultural, and Environmental Resource Departments
- Soil and Water Conservation Districts
- Watershed Councils
- Advocacy Groups
- County Sheriff's Offices

Primary and supporting agencies for SRF 7 are responsible for identifying relevant partner organizations in the plans and procedures developed during the readiness phase, and for having the necessary tools for activating these partnerships upon SRF activation.

5 Activities by Recovery Phase**5.1 Readiness**

SRF 7 remains in a state of readiness at all times through preparedness activities, including revisions and updates to plans that support or direct response and mitigation efforts; community outreach and education; and coordination of the whole community, including local, tribal, and territorial partners; nongovernmental organizations such as faith-based and nonprofit groups and private sector industry; and individuals, families, and communities. The following activities should be facilitated by the coordinating agency to ensure that the state is prepared to implement recovery operations effectively and efficiently:

- Ensure continuing support for the maintenance of natural resources in a state of health, and cultural resources in a state of protection, with plans and resources for temporary or permanent relocation.
 - Identify critical natural resources (i.e., floodplains, coastal barriers, potable water sources) that help reduce hazard risks.

SRF 7. Natural and Cultural Resources

- Establish measures for protection of cultural resources that can be implemented immediately and indefinitely.
- Pre-disaster recovery planning, including regular review and updating of coordinating, primary, and supporting agency plans and procedures related to natural and cultural resources support to local and tribal governments and impacted communities during disaster recovery.
 - Ensure that proposed response and recovery activities are consistent with environmental management and historic preservation regulations.
 - Provide resources to help guardians of natural and cultural resources develop emergency management plans.
- Ensure that the resources and authorities required to implement natural and cultural resources plans and procedures are available and coordinated within each primary and supporting agency.
 - Develop inventories of incentives and programs that support the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural and cultural resources during recovery.
 - Establish priority actions for response and recovery of natural resources that contribute to hazard mitigation.
 - Establish priority actions for response and recovery of natural and cultural resources based on community value.
 - Support training of response and recovery workers on techniques for managing cultural resources.
- Ensure that mechanisms for public communication are interoperable, redundant, and appropriate for diverse communities to empower individuals and families.
- Identify and maintain relevant contact information for SRF 7 representatives in each primary and supporting agency.

5.2 Short-Term Recovery

Short-term recovery for natural and cultural resources will be coordinated through the State Emergency Coordination Center and ESFs. As the incident is stabilized, an SDRC may be appointed and may activate SRF 7 to support ongoing natural and cultural resources activities.

SRF 7. Natural and Cultural Resources

SRF 7 short-term recovery activities may include:

- Work with local governments, tribal governments and impacted communities and SRF 1 to assess and address capacity gaps for the protection and recovery of natural resources.
- Facilitate coordination with SRF 6 – Infrastructure Systems to help ensure that natural resource recovery activities are synchronized.
- Work with local governments, tribal governments, and impacted communities and SRF 1 to assess and address capacity gaps for the protection and recovery of cultural resources.
 - Assist with identification of, and provide, technical expertise required for the recovery and restoration of cultural resources.
- Facilitate the extension of expertise to communities so that considerations related to the management and protection of natural and cultural resources, as well as compliance with environmental planning and historic preservation requirements, are incorporated into intermediate and long-term community recovery efforts.
- Engage and support the community in forming a task force to address hazardous material issues with a whole-community approach.
- Develop an approach and timeline for evaluating and prioritizing the recovery of cultural and/or historic properties and assets.

5.3 Intermediate Recovery

After the incident has been stabilized, recovery support will be fully transitioned from activated ESFs to the SRF organizational structure.

SRF 7 intermediate recovery activities may include the following:

- Develop an SRF Recovery Strategy to establish priorities for SRF activities, updating as required.
- Conduct intermediate recovery support activities, including the following:
 - Assist local and tribal partners in developing environmental rehabilitation plans.
 - Conduct post-disaster environmental monitoring activities.
 - Develop and implement strategies for remediation of disaster-related contamination by hazardous materials.

SRF 7. Natural and Cultural Resources

- Monitor compliance with state and federal environmental regulations.
- Conduct education and outreach efforts related to natural and cultural resource recovery activities.
- Identify locations for long-term protection of cultural resources that can be relocated.

5.4 Long-Term Recovery

Natural and cultural resource recovery activities can potentially extend for more than 18 months, and SRF 7 agencies should be prepared to maintain support of local and tribal recovery efforts for an extended period. These activities may take place in the context of an activated SRF or be managed through routine department operations as the need for a more structured recovery diminishes.

SRF 7 long-term recovery activities may include the following:

- Continue to update the SRF Recovery Strategy as the recovery progresses.
- Continually reassess intermediate recovery activities.
- Transition SRF activities back to responsible departments to manage through their routine operations.
- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Conduct public outreach activities to educate the public on recovery success stories.
- Document lessons learned and update mitigation, response, and recovery plans and procedures.

6 SRF Development and Maintenance

Ongoing development and maintenance of this SRF annex is essential to implementation of the economic recovery function. To ensure that readiness activities are undertaken and sustained, Department of Environmental Quality will:

- Assign work groups as needed to undertake ownership of their respective SRFs.
- Create a work plan that describes how the SRF will be maintained and implemented.

SRF 7. Natural and Cultural Resources

- Implement preparedness efforts, including recovery planning, review of existing response and mitigation plans, training and exercises, community outreach, partnership building, capacity building, and protocol development that will be undertaken with timelines and assignments of responsibility for implementation.
- Encourage ownership by agency staff through education on the SRF and creating a mechanism to obtain feedback for its improvement.

7 Supporting Documents

Other important documents that provide guidance on community planning and capacity building include:

State of Oregon

- State of Oregon Emergency Operations Plan
 - ESF 3 – Public Works
 - ESF 10 – Hazardous Materials
 - ESF 11 – Food and Water
 - ESF 12 – Energy
 - ESF 17 – Agriculture and Animal Protection
- State of Oregon Debris Management Plan
- Oregon Department of State Lands, Removal-Fill Guide, May 2013

Federal

- Federal Emergency Management Agency, National Disaster Recovery Framework, September 2011
- Federal Emergency Management Agency, Recovery Federal Interagency Operational Plan, Annex F: Natural and Cultural Resources Recovery Support Function, July 2014
- Office of Emergency Management, Disaster Recovery Assistance Guide

8 Appendices

- Appendix A – SRF 7 Federal Programs

SRF 7. Natural and Cultural Resources

Appendix A – SRF 7 Federal Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Beach Erosion Control Projects	Department of Defense– U.S. Army Corps of Engineers	The Chief of Engineers determines the activating mechanism. Specialized services to reduce beach and shore erosion to public shores through projects not specifically authorized by Congress.	Eligible recipients are states, political subdivisions of states, or other responsible local agencies established under state law	Feasibility study – the first \$100,000 is federally funded by USACE. The remainder is shared 50/50. Federal participation cannot exceed \$2 million for Continuing Authorities Program projects.	12.101 Beach Erosion Control Projects
Center for Sponsored Coastal Ocean Research (CSCOR) Coastal Ocean Program	Department of Commerce - National Oceanic and Atmospheric Administration (NOAA)	This is a unique federal-academic partnership designed to provide predictive capability for managing coastal ecosystems. The grant program seeks to deliver the highest quality science in a timely manner for important coastal policy decisions by supporting high-priority research and interagency initiatives related to NOAA's mission in three goal areas: coastal ecosystem oceanography, cumulative coastal impacts, and coastal forecasting/natural hazards. Grants may be used to fund research and interagency initiatives under specific CSCOR programs related to NOAA's mission in these areas.	Institutions of higher education; nonprofit institutions; States, local, and Indian Tribal governments; and commercial organizations	None	11.478 Center for Sponsored Coastal Ocean Research Coastal Ocean Program
Coastal Zone Management Administration Awards	Department of Commerce - National Oceanic and Atmospheric Administration (NOAA)	Grants assist states in implementing and enhancing coastal zone management programs that have been approved by the secretary of commerce. Grants can be used for planning and implementation of nonstructural coastal flood mitigation projects and coastal wetlands restoration.	Eligible recipients include any coastal state or U.S. territory whose coastal zone management program has been approved by the secretary of commerce	N/A	11.419 Coastal Zone Management Administration Awards

SRF 7. Natural and Cultural Resources

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Community-Based Restoration Programs	Department of Commerce - National Oceanic and Atmospheric Administration (NOAA)	Provide grants and cooperative agreements for habitat conservation activities, including coastal and marine habitat restoration and protection. Funds can be used by recipients to support a wide variety of habitat restoration activities, coral reef conservation, construction, management, public education activities, and research for marine and estuarine habitats. Restoration includes, but is not limited to, activities that contribute to the return of degraded or altered marine, estuarine, coastal, and freshwater habitats to a close approximation of their function prior to disturbance.	Eligible applicants include state and local governments, including their universities and colleges; US territorial agencies, federally and state recognized Indian Tribal governments; private universities and colleges, private profit and nonprofit research and conservation organizations, and/or individuals.	Projects are encouraged to demonstrate a minimum nonfederal match of 50 percent	11.463 Habitat Conservation
Conservation Technical Assistance	Department of Agriculture (USDA) - Natural Resources Conservation Service (NRCS)	NRCS can collect, analyze, interpret, display, and disseminate information about the condition and trends of the nation's soil and other natural resources so that people can make good decisions about resource use and about public policies for resource conservation.	The program can assist land users, communities, units of state and local government, and other federal agencies in planning and implementing conservation systems.	N/A	
Cooperative Endangered Species Conservation Fund	Department of the Interior - U.S. Fish and Wildlife Service	Grants assist states in the development and implementation of programs for the conservation of endangered and threatened species. The funding can be used by the state fish and wildlife agency for animal, plant, and habitat surveys; research; planning; monitoring; habitat protection, restoration, management, and acquisition; and public education.	Participation is limited to states and territories that have entered into a cooperative agreement with the secretary of the interior.	N/A	15.615 Cooperative Endangered Species Conservation Fund

SRF 7. Natural and Cultural Resources

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
<p>Emergency Community Water Assistance Grants (ECWAG)</p>	<p>Department of Agriculture (USDA) - Rural Utilities Service</p>	<p>The activating mechanism is a major disaster or emergency, such as, but not limited to, a drought; an earthquake; a flood; a tornado; a hurricane; disease outbreak; or chemical spill, leakage, or seepage. The objective of the ECWAG program is to assist the residents of rural areas that have experienced a significant decline in quantity or quality of water, or in which such a decline is considered imminent, to obtain or maintain adequate quantities of water that meet the standards set by the Safe Drinking Water Act. Grant funds may be used to extend waterlines on existing systems; to construct new water lines; to repair existing systems; to perform significant maintenance on existing systems; to construct new wells, reservoirs, transmission lines, treatment plants, storage tanks, etc.; to replace equipment; to provide connection and/or tap fees; to pay costs incurred within six months of the date an application was filed with the USDA to correct an emergency situation that would have been eligible for funding under this program; or to provide funds for any other appropriate related purposes.</p>	<p>Eligible applicants include states, rural localities, nonprofit organizations, and Indian Tribes.</p>	<p>None</p>	<p>10.763 Emergency Community Water Assistance Grants / 10.766 Community Facilities Loans and Grants</p>
<p>Fish and Wildlife Coordination Act</p>	<p>Department of the Interior - Bureau of Reclamation</p>	<p>This program provides project grants and cooperative agreements provide financial assistance to public or private organizations for the improvement of fish and wildlife habitats associated with water systems or water supplies affected by Bureau of Reclamation projects.</p>	<p>Eligible applicants include state and local governments, nonprofit organizations and institutions, public and private institutions and organizations, federally recognized Indian Tribal Governments, individuals, small businesses, for-profit organizations, and Native American Organizations.</p>	<p>None</p>	<p>15.517 Fish and Wildlife Coordination Act</p>

SRF 7. Natural and Cultural Resources

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Fisheries Disaster Relief	Department of Commerce – National Oceanic and Atmospheric Administration	The intent is to deal with commercial fishery failures due to fishery resource disasters. Project grants and/or cooperative agreements for assessing the effects of commercial fishery failures, restoring fisheries or preventing future failures, or assisting fishing communities affected by the failures.	Agencies of State governments or fishing communities	Minimum 25 percent	11.477 Fisheries Disaster Relief
Land and Water Conservation Fund State Grant Program	Department of the Interior National Park Service	Project grants provide for the acquisition, development, and/or rehabilitation of public outdoor recreation sites and facilities and for statewide comprehensive outdoor recreation planning. Projects must provide for public outdoor recreation opportunity, be selected pursuant to the state’s open project selection process, be consistent with the State’s comprehensive outdoor recreation plan, and meet other eligibility requirements.	Eligible applicants include state agencies and local units of government as sub-grantees.	Minimum 50 percent	15.916 Outdoor Recreation Acquisition, Development, and Planning
National Coastal Wetlands	Department of the Interior - U.S. Fish and Wildlife Service	Project grants provide competitive matching grant funds to coastal states for restoration, enhancement, and management of coastal wetlands ecosystems. Proposed projects must provide for long-term conservation of such lands or waters and the hydrology, water quality, and fish and wildlife dependent thereon.	Funds are available to all states bordering on the Great Lakes or the Atlantic, Gulf (except Louisiana), Pacific coasts, and U.S. territories.	N/A	15.614 Coastal Wetlands Planning, Protection and Restoration Act

SRF 7. Natural and Cultural Resources

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Office of Research and Development Consolidated Research/Training/Fellowships	Environmental Protection Agency – Office of Research and Development	Project grants and cooperative agreements support research designed to address the issue of advancing prevention and sustainable approaches to health and environmental problems. Funds may be available to support activities in both science and engineering disciplines that include but are not limited to: experiments, surveys, studies, investigations, public education programs, and monitoring.	Eligible applicants include public and private State universities and colleges, hospitals, laboratories, State and local government departments, other public or private nonprofit institutions.	None	66.511 Office of Research and Development Consolidated Research/Training/Fellowships
Pittman-Robertson Wildlife Restoration Program	Department of the Interior - U.S. Fish and Wildlife Service	Grants support projects to restore or manage wildlife populations and support public use of these resources, and to provide facilities and services for conducting a hunter safety program. The program provides funding for the selection, restoration, rehabilitation, and improvement of wildlife habitat; wildlife management research; wildlife population surveys and inventories; land acquisition; coordination; development of facilities; provision of facilities and services for conducting a hunter education and safety program; and provisions for public use of wildlife resources.	Eligible applicants include state, commonwealth, or territorial fish and wildlife agencies	N/A	15.611 Wildlife Restoration
Saltonstall-Kennedy Grant Program (Fisheries Development/Utilization Research and Development)	Department of Commerce – National Oceanic and Atmospheric Administration (NOAA)	Project grants and cooperative agreements to increase the Nation’s wealth and quality of life through sustainable fisheries that support fishing industry jobs, safe and wholesome seafood, and recreational opportunities.	Units of coastal States or local governments, and individuals	None	11.427 Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program

SRF 7. Natural and Cultural Resources

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements	Catalog of Federal Domestic Assistance Number
Soil Survey	Department of Agriculture - Natural Resources Conservation Service	This program provides technical assistance to maintain up-to-date, published soil surveys (and soil survey data in other formats) of counties or other areas of comparable size for use by interested agencies, organizations, and individuals; and to assist in the use of this information.	Eligible applicants include states, localities, nonprofit organizations, businesses, and individuals.	None	10.903 Soil Survey
Water Pollution Control	Environmental Protection Agency (EPA) – Office of Water	Grants to help establish and maintain adequate measures for prevention and control of surface water and groundwater pollution.	States and interstate water pollution control agencies, including those in U.S. territories, the District of Columbia, and tribal lands	N/A	66.419 Water Pollution Control State and Interstate Program Support