



Recovery Support Function 4 - Human Services Annex

Record of Annex Changes

All updates and revisions to this plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by members of the appropriate state agencies.

Date	Change No.	Department	Summary of Change

Table of Contents

Table of Contents	ii
List of Tables, Figures and Case Study	iv
1 Introduction	1
1.1 Mission Statement	2
1.2 Purpose.....	2
1.3 Scope	2
1.4 Equity Vision and Human Services Recovery	3
2 Roles and Responsibilities	4
2.1 Coordinating Agency	5
2.2 Participating Agencies	6
2.3 Boards and Committees	6
2.4 Federal Agencies and RSFs	7
2.5 Community Partners	7
3 Concept of Recovery Operations	9
3.1 Recovery Continuum	10
3.2 Preparedness/Steady State	12
3.2.1 Purpose	12
3.2.2 Key Activities.....	12
3.3 Phase One: Stabilization.....	13
3.3.1 Purpose	13
3.3.2 Key Activities.....	14
3.3.3 Participating Agency Responsibilities	15
3.3.4 Human Services Activation	17
3.4 Phase Two: Recovery Operations.....	17
3.4.1 Purpose.....	17
3.4.2 Key Activities.....	18
3.4.3 Key Activities by Department	19
3.4.4 Transition to Long-Term Recovery	20
3.4.5 Temporary to Permanent Housing Transition Plan.....	21
3.5 Phase Three: Long-term Recovery	21
3.5.1 Purpose	21
3.5.2 Key Activities.....	22

4 RSF Development and Maintenance.....	23
4.1 Annex Updates and Maintenance.....	24
4.2 Training.....	24
4.3 Exercises	24
4.4 Plan Administration and Distribution.....	24
4.4.1 Plan Distribution List.....	24
5 Appendices	26

List of Tables, Figures and Case Study

Tables

Table 1: Annex Receiving Entities	25
Table 2: Relevant Federal and State Programs.....	29

Figures

Figure 1: Recovery Continuum	10
Figure 2: Oregon Disaster Recovery Continuum - Human Services	11
Figure 3: Stabilization - Recovery Branch Organizational Chart.....	14
Figure 4: Community Lifelines	14
Figure 5: RSF 4 Organizational Chart	18

Case Study

Case Study 1: 2025 Spring Flooding.....	19
---	----

1 Introduction

1.1 Mission Statement

The mission of Recovery Support Function (RSF) 4 Human Services is to support Oregon's diverse local (city and county) and Tribal governments with a focus on restoring essential human services following a disaster.

1.2 Purpose

The purpose of this annex is to define the structure, roles, responsibilities, operations and activities of RSF 4 Human Services to guide and coordinate disaster recovery efforts across the State of Oregon.

This annex supports the implementation of the Oregon Disaster Recovery Plan (ODRP) by providing a framework for how state agencies, federal agencies, and community partners such as local governments, Tribal Nations, and non-governmental organizations collaborate to restore, redevelop, and revitalize communities affected by disasters.

The RSF Annexes support implementation of the ODRP and other federal, state and local plans and frameworks. They detail each RSF's contribution to recovery operations and the State Recovery Action Plan (SRAP). [Chapter 3: RSF Concept of Operations](#) defines this RSF's contributions to the SRAP, which is the state-level post-disaster recovery plan. Detailed operational and tactical guidance for state personnel is provided in agency-specific guidance and planning documents. Any additional relevant RSF-specific plans relevant to disaster recovery are listed in [Appendix B: Supporting Documents](#).

1.3 Scope

This Annex is intended to be an all-hazards document for large and catastrophic disasters and can also be utilized in varying levels of scalability to support needs of the Whole Community. During an emergency, this document is used to guide state partners on how to effectively collaborate with partners in support of County/City and Tribal Government recovery efforts. The activation of RSF 4 is determined by the State Disaster Recovery Manager (SDRM) in coordination with the Oregon Department of Human Services. Such occurrences may include natural, technological, or human-caused disasters that may have exacerbated pre-existing issues and challenges that inhibit community members from recovering on their own.

This annex outlines 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.

The following activities fall within scope of RSF 4 Human Services:

- Identify and restore basic social service functions within the community including services for populations with access and functional needs.
- Effective January 2027, in coordination with OEM, administer the State Individual Assistance Program, when directed, to address disaster-related unmet needs.
- Support whole community recovery programs for individuals and families affected by a disaster to promote a more effective and rapid recovery effort.

This document outlines 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.

1.4 Equity Vision and Human Services Recovery

Disasters disproportionately affect people with disabilities and other access and functional needs and can exacerbate pre-existing social inequities. This RSF plays a central role in assessing disaster impacts on individuals, families, and communities and in coordinating the restoration, continuity, and equitable delivery of human and social services throughout recovery. This requires applying a Whole Community approach to identify service gaps, prioritize unmet needs, and support recovery planning that accounts for diverse lived experiences and barriers to access. People with disabilities and access and functional needs may face significant challenges to accessing social services and disaster recovery resources due to physical, sensory, cognitive, medical, linguistic, cultural, geographic or other barriers. Human services entities, government programs, and community-based organizations should coordinate to reduce or eliminate these barriers and adapt service delivery models as recovery needs evolve. Key considerations include:

Eligibility and economic instability: Disasters can push individuals and families, for example those living paycheck-to-paycheck, into financial precarity, rendering them newly eligible for assistance or, conversely, ineligible due to duplication of benefits rules. The Human Services RSF supports coordination across programs to identify gaps, mitigate unintended exclusions, and promote continuity of essential services.

Accessible and inclusive communication: Individuals with Limited English Proficiency (LEP) and those who are Deaf, DeafBlind, hard of hearing, or who have communication disabilities may encounter barriers to locating, understanding, and applying for recovery assistance. The Human Services RSF should coordinate with Community-Based Organizations (CBOs), Centers for Independent Living (CILs), culturally specific providers, and advocacy organizations to support accessible, culturally and linguistically appropriate communication; provide trusted service and resource navigation; and reduce administrative and technological barriers to application, enrollment, and continuity of human services.

Health related barriers: Medical conditions, disabilities, or disaster-related health impacts may impede an individual's ability to seek or maintain access to services. The RSF should coordinate with health, behavioral health, and disability service providers to support continuity of care and service navigation.

Geographical or cultural isolation: Infrastructure damage, displacement, or transportation disruptions may isolate individuals and families from in-person services. Individuals and families may also become culturally isolated because of the disaster such as the inability to access faith-based services, conduct ceremonies, or adhere to specific dietary needs. The RSF should work with community partners to identify these impacts and support alternative, culturally responsive service delivery options.

2

Roles and Responsibilities

2. Roles and Responsibilities

2.1 Coordinating Agency

The Coordinating Agency works with state recovery leadership, participating agencies and organizations and local and Tribal partners to address the specific needs of a community following an incident. The coordinating agency may have statutory authority, technical expertise and resources to address recovery operations for Human Services and is responsible for ensuring that the RSF serves its purpose during activation.

The coordinating agency for RSF 4 Human Services is the **Oregon Department of Human Services (ODHS)**.

As the coordinating agency, Oregon Department of Human Services is responsible for the following:

- Represent RSF 4 at the Governor’s Disaster Cabinet (GDC) ¹and during State Recovery Coordination Meetings.
- Conduct assessment of long-term recovery needs in support of local and/or Tribal recovery.
- Assist with the organization of meetings and trainings with key departments and participating agencies to understand operational capability and resources for activation readiness and supporting resiliency.
- Convene with representatives of participating agencies to ensure necessary plans and procedures are in place for providing prompt action upon activation.
- Conduct community outreach in collaboration with participating agencies through normal day-to-day education/training opportunities and operations to build community preparedness.
- Collaborate and coordinate efforts with other participating agencies, local jurisdictions, and the Policy Group to ensure all recovery needs and gaps have been addressed to the extent possible before, during and after disasters.

¹ Effective January 1, 2027, 2026 HB 4121 will replace the GDC with the Disaster Recovery Authority that may be established by the Governor as an advisory group within the Office of the Governor to direct emergency recovery in Oregon.

2. Roles and Responsibilities

- When RSF 4 is activated, ODHS will lead the Human Services RSF and facilitate coordination to develop a unified approach to recovery operations.

2.2 Participating Agencies

Participating Agencies work with the Coordinating Agency to fulfill the objectives of RSF 4 Human Services. While each agency may not support operations for every incident, they play a critical role in accomplishing RSF 4 Human Services' mission. State recovery coordination may also include organizations outside of state agencies.

State agencies that contribute to RSF 4 Human Services' mission include:

- Department of Administrative Services (DAS)
- Department of Corrections (DOC)
- Higher Education Coordinating Commission (HECC)
- Oregon Department of Education (ODE)
- Oregon Department of Emergency Management (OEM)
- Oregon Department of Veterans Affairs (ODVA)
- Oregon Health Authority (OHA)
- Oregon Housing and Community Services (OHCS)
- Oregon Public Utility Commission (OPUC)

2.3 Boards and Committees

While boards and commissions may not participate directly within RSF 4, they may have authority to establish laws and regulations for local implementation and indirectly impact resources available within the state and for local and/or Tribal governments. Boards and commissions play a key role in shaping the effectiveness and efficiency of long-term recovery efforts through policy, permitting, technical assistance, and other governmental changes.

Disability Emergency Management Advisory Committee

Volunteer based advisory council supported by OEM/OHA/ODHS that advises State of Oregon government agencies. They focus on the needs of people with disabilities before, during, and after emergencies and disasters.

Oregon Deaf and Hard of Hearing Services (ODHHS) Advisory Committee

Helps the Oregon Department of Human Services (ODHS) identify the needs and concerns of individuals who are Deaf or Hard of Hearing. This committee represents individuals who identify as deaf, blind, Hard of Hearing or late-deafened.

2. Roles and Responsibilities

Accessible Communications in Emergencies (ACE) Workgroup

ACE is a specialized collaborative body focused on ensuring that emergency alerts, notifications, and disaster-related information are accessible to all Oregonians, particularly those with disabilities and language access needs.

Oregon Disabilities Commission

The Oregon Disabilities Commission (ODC) is a Governor-appointed commission that is administered by ODHS. ODC acts as a coordinating link between and among public and private organizations serving individuals with disabilities.

State Independent Living Council

The Statewide Independent Living Council (SILC) is the Governor-appointed coordinating body for Oregon's Independent Living Services.

2.4 Federal Agencies and RSFs

Oregon regularly partners with federal agencies and their corresponding federal RSFs to coordinate and implement disaster recovery operations. These partnerships ensure alignment with federal recovery programs, facilitate access to technical and financial assistance, and support the delivery of integrated recovery solutions that meet the needs of Oregon's communities.

Federal Coordinating Agency

U.S. Department of Health and Human Services

Federal Participating Agencies

Administration for Children and Families | Administration for Community Living | Agency for Healthcare Research and Quality | Agency for Toxic Substances and Disease Registry | American Red Cross | AmeriCorps | Centers for Disease Control and Prevention | Centers for Medicare & Medicaid Services | Commissioned Corps of the U.S. Public Health Service | Department of Agriculture | Department of Education | Department of Veteran Affairs | Environmental Protection Agency | Food and Drug Administration | Health Resources and Services Administration | HHS Office of the Secretary | Indian Health Service | National Institutes of Health | National Voluntary Organizations Active in Disaster | Substance Abuse and Mental Health Services Administration

Federal disaster recovery guidance can be found within the [National Disaster Recovery Framework \(2024\)](#).

2.5 Community Partners

Community partners, including local and Tribal governments, play a critical role in the RSF structure by providing on-the-ground knowledge, identifying priority needs, and shaping

2. Roles and Responsibilities

recovery strategies that reflect the unique context of their communities. Their leadership, expertise, and long-standing relationships help ensure that recovery efforts are locally driven, culturally appropriate, and responsive to the people most affected. RSF operations depend on sustained coordination with these partners to align resources, reduce duplication, and build long-term resilience.

The following is a (non-exclusive) list of organizations identified as partners supporting RSF 4 Human Services:

- American Red Cross
- Community Action Agencies
- Coordinated Care Organizations
- Faith-based Organizations
- Long-Term Recovery Groups (LTRGs)
- Oregon Food Bank
- Oregon Voluntary Organizations Active in Disasters
- Philanthropic and other non-profit organization.

3

Concept of Recovery Operations

3. Concept of Recovery Operations

3.1 Recovery Continuum

The Oregon Disaster Recovery Continuum is a structured framework that guides disaster recovery efforts across the state. The recovery continuum includes pre-disaster recovery planning and preparedness efforts and three key post-disaster recovery phases described in further detail within this section.



Figure 1: Recovery Continuum

Preparedness: Focuses on recovery planning and capacity-building before a disaster occurs. This stage ensures communities and agencies are ready to respond and recover effectively.

Phase One: Stabilization, achieved through immediate actions taken to stabilize the situation by coordinating incident response and initial recovery efforts. The State Emergency Coordination Center (ECC) is activated, and response and recovery activities are occurring concurrently.

Phase Two: Recovery Operations, where coordination of state resources to support recovery operations take place, including working with local and Tribal jurisdictions on confirming recovery priorities, the community lifelines have stabilized, and the recovery operational structure has adjusted accordingly.

Phase Three: Long-term Recovery, which emphasizes rebuilding, economic restoration and strengthening resilience for future disasters. RSFs have been deactivated, and recovery activities are complete or have been transitioned to individual state agency responsibilities.

The sections below go into detail about the various considerations, activities, and coordination efforts for RSF 4 Human Services during each of the recovery phases.

3. Concept of Recovery Operations

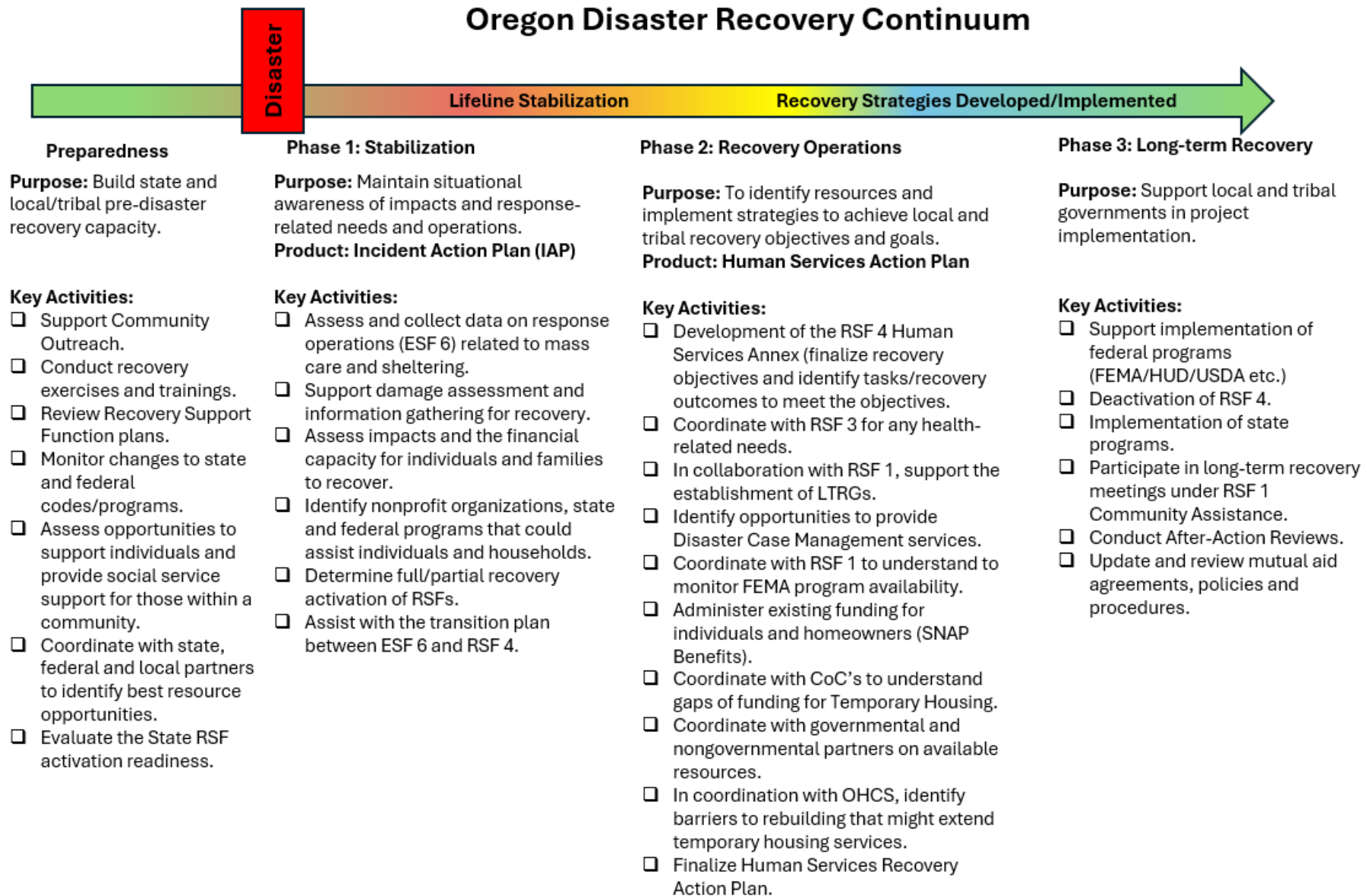


Figure 2: Oregon Disaster Recovery Continuum - Human Services

3.2 Preparedness/Steady State

3.2.1 Purpose

RSF 4 Human Services exists in a state of readiness to ensure swift and effective recovery operations when activated. This readiness is maintained through a combination of coordinated planning, collaboration, and strategic preparedness activities.

- In coordination with OEM, ODHS – Office of Resiliency and Emergency Management will assist with the organization of meetings and trainings with key departments and participating agencies to understand operational capability and resources for activation readiness and supporting resiliency.
- RSF 4 will conduct community outreach through pre-incident operations to build social service networks throughout the community.
- RSF 4 will participate in training and exercises as requested by OEM or a local jurisdiction.
- Participating Agencies will assist with informing this annex, regulatory requirements, procedures, and capabilities to effectively carry out their designated roles as outlined in the document.

3.2.2 Key Activities

Readiness is sustained through preparedness activities that enhance community resilience and support the implementation of recovery operations. These activities, led by ODHS, include—but are not limited to—the following:

- The coordinating agency will hold quarterly meetings with participating agencies to provide program updates, changes to programs and provide training around subject matter expertise and capability.
- Perform pre-disaster recovery planning, including regular review and updating this RSF and individual agency plans and procedures related to human services support of local and Tribal governments and impacted communities during disaster recovery.
- In coordination with federal, Tribal, state and local jurisdictions, identify programs that will strengthen the communities' ability to return to pre-disaster conditions quickly.
- Ensure that the resources and authorities required to implement social services recovery plans and procedures are available and coordinated within each participating agency.
- Promote strategies 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.

3. Concept of Recovery Operations

- Ensure that mechanisms for public communication are interoperable, equitable and appropriate for diverse communities to empower individuals and families.
- Foster partnerships among coordinating and support agencies and social services providers in the community, including nonprofit and faith-based organizations.
- Provide support to organizations and resilience hubs to assist in the development of recovery capabilities at the local level.
- Ensure that processes 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 RSF 4 representatives.

3.3 Phase One: Stabilization

3.3.1 Purpose

During Phase One: Stabilization, the State ECC is activated and ESFs are coordinating resources to support stabilization efforts of the Community Lifelines. See *Volume III – State EOP of the Oregon Comprehensive Emergency Management Plan* for additional details.

The recovery staff in Phase One are focused on gaining situational awareness, documenting disaster impacts, identifying recovery needs and defining the necessary recovery structure to support those needs. Recovery operations are initiated within the Recovery Branch of the Operations Coordination Section and coordinated through RSF 1 – Community Assistance.

3. Concept of Recovery Operations

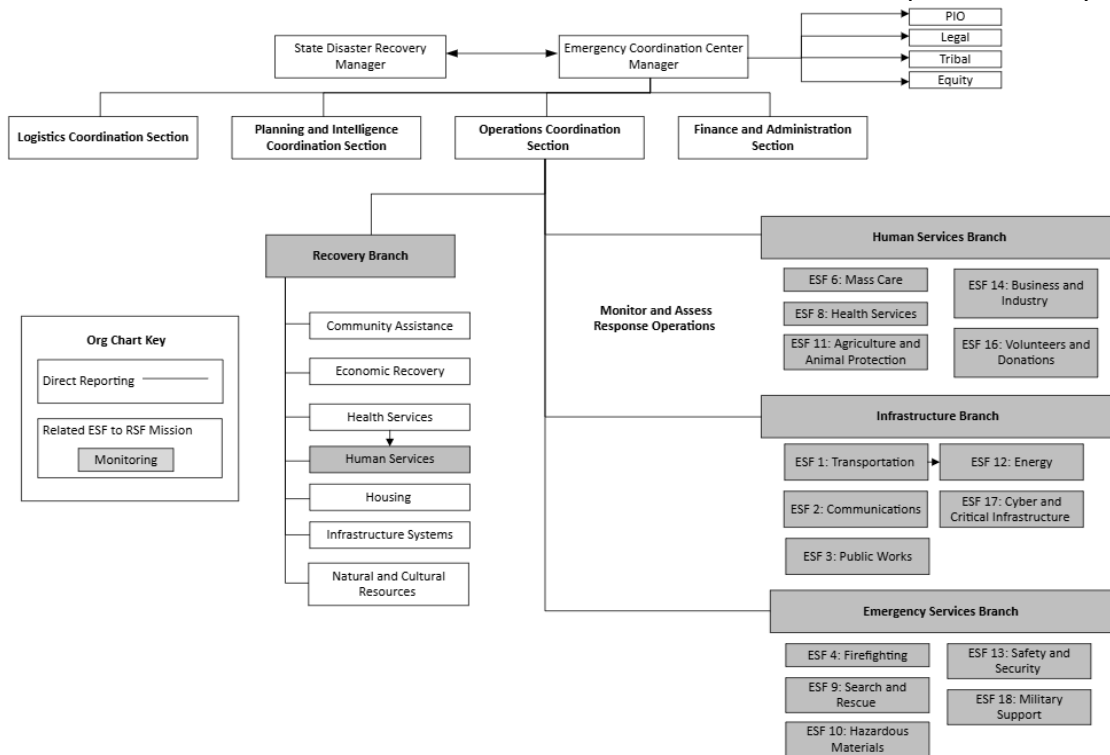


Figure 3: Stabilization - Recovery Branch Organizational Chart

3.3.2 Key Activities

Community Lifeline Approach to Disasters



Figure 4: Community Lifelines

The ECC Manager will oversee coordination of response efforts to stabilize the Community Lifelines listed below that are related to RSF 4.

- Health and Medical
- Water Systems
- Food, Hydration and Shelter

Community Assistance Activation

Depending on the scale and scope of the disaster, the ECC Manager might request state-level activation. If the State ECC activates ESF 6 – Mass Care, ODHS – Office of Resiliency and

3. Concept of Recovery Operations

Emergency Management (Coordinating Agency) may assess disaster impacts related to human services recovery prior to the RSF activation. Coordinating these assessments within the Community Assistance activation allows for ODHS to assess the type of support needed within the Human Services RSF. If community impacts are widespread and individuals and families are without necessary resources, ODHS may begin conducting an impact assessment which may lead to Disaster Case Management support.

Impact Assessment and Disaster Case Management

An Impact Assessment is a combination of data collected for both damage assessment and individual and/or household needs assessment. The Impact Assessment serves as the foundation for Recovery situation awareness and as a precursor for Disaster Case Management.

Disaster Case Management is a nationally recognized, structured process used to identify disaster-related unmet needs, develop recovery plans, coordinate available resources, and track progress toward household stabilization. If funding is available ODHS may provide DCM support and may begin as soon as unmet needs emerge. VOADs may provide funding, training and staff to support DCM needs. Initially, DCM may involve light case work during stabilization when ODHS first engages with affected individuals and families. As recovery evolves, case management activities expand to include detailed assessments, referrals, follow-up, and long-term coordination with local and Tribal partners, community-based organizations, and other RSFs. DCM ensures survivors have consistent support across all phases of recovery and helps prevent gaps in services by integrating human-services information into broader recovery planning.

Recovery Branch – Oregon Department of Human Services Role

Prior to activating RSF 4 Human Services, Human Services will report under the Recovery Branch – Community Assistance. ODHS will monitor response activities and community needs to determine initial recovery objectives.

- Attend Emergency Coordination Center meetings.
- Report to the Recovery Operations Section Chief any damage and impacts to community services that will need long-term recovery support.

3.3.3 Participating Agency Responsibilities

Participating agencies may be attending the Emergency Coordination Meetings. During this time, the below state agencies could be engaged with response activities, and depending on the scale of the emergency, there may be a need for the state agency to designate a liaison to focus on initial recovery under RSF 1 Community Assistance. The state agencies below could support the initial mission of RSF 4 without formal activation by:

Department of Administrative Services (DAS)

3. Concept of Recovery Operations

- Monitor the need to utilize state resources such as administrative and contracting support related to social services recovery.

Oregon Department of Emergency Management (OEM)

- Coordinate damage assessments related to public infrastructure and business and home/rental impacts.

Department of Early Learning and Care (DELIC)

- Determine impacts to daycare facilities.

Oregon Department of Education (OED)

- Monitor impacts to schools and determine the type of assistance students and families may need around mental health and nutrition.

Oregon Department of Veterans Affairs (ODVA)

- Determine impacts to the veteran community and begin identifying resources.

Oregon Health Authority (OHA)

- Monitor crisis management systems in coordination with ODHS to determine health related concerns and long-term care for individuals.

Oregon Housing and Community Services (OHCS)

- Monitor requests for support related to rental/mortgage assistance through the Community Action Agencies and determine if long-term funding is needed for home rebuilding.

Department of Corrections (DOC)

- Department of Corrections will be operating within the ECC as ESF 13 and may be providing support such as sandbagging, critical infrastructure repair and/or assisting with public debris removal operations.
- Monitor needs for recovery operations and determining opportunities to assist with disaster-impacted individuals.

Oregon Public Utility Commission (OPUC)

- Make sure information about vulnerable populations is shared with utility providers to inform prioritization efforts.
- Provide information about where extended outages have occurred to ODHS to facilitate the replacement of SNAP benefits.

3. Concept of Recovery Operations

3.3.4 Human Services Activation

The State Disaster Recovery Manager (SDRM) (in coordination with ODHS) will determine the RSF 4 activation based on the following considerations:

- A disaster has occurred and human related impacts have overwhelmed the local and/or Tribal jurisdiction(s).
- ESF 6 to RSF 4 have a response to recovery plan (with RSF 4 recovery objectives) to ensure continued support to the impacted community.
- Local/State Public Health Emergency was declared.
- Coordination and collaboration of multiple state agencies is needed to address requests that are beyond the capacity of local resources.
- The socioeconomic status of the whole community and the number of resources that individuals have to recover.

Prior to Human Services being activated, the RSF will need to establish draft recovery objectives, review the recent IAP and coordinate with ESF 6 partners.

3.4 Phase Two: Recovery Operations**3.4.1 Purpose**

This phase focuses on coordinating recovery support to address immediate and mid-term needs across impacted communities. RSF 4 Human Services works with partners to implement recovery strategies, restore critical functions, and begin laying the foundation for long-term recovery.

During this phase, the various RSFs contribute to development of the incident recovery plan. Listed below are considerations for RSF 4 Human Services when contributing to the incident recovery plan:

- Depending on the scale of the disaster impacts and the amount of federal support, ODHS and participating agencies may need to identify state programs to assist with individual recovery needs in coordination with the State Voluntary Agency Liaison (VAL).
- Establishing a timeline for temporary housing, SNAP benefit reimbursement and other types of social service programs.
- Coordinate with other RSFs who have resources or requirements that will impact rebuilding at the individual household level.

3. Concept of Recovery Operations

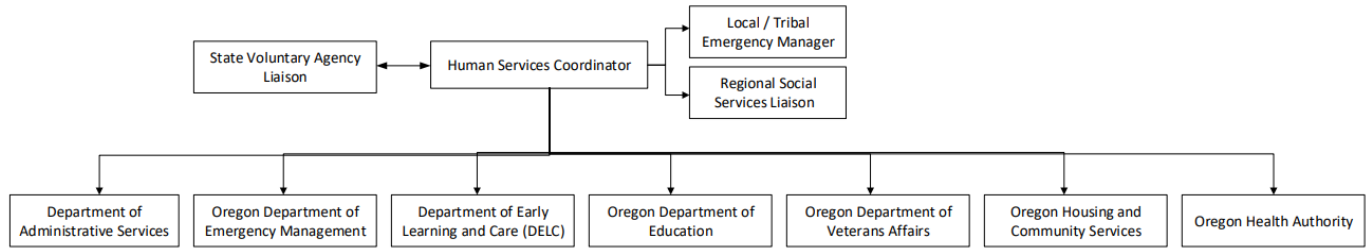


Figure 5: RSF 4 Organizational Chart

3.4.2 Key Activities

Agencies supporting RSF 4 Human Services must be ready to provide ongoing recovery support for local and Tribal recovery activities (Figure 4). This support may be delivered as part of the formal RSF activation or integrated into ongoing departmental functions as recovery needs evolve.

Oregon Department of Human Services will oversee operational activities in coordination with local and state partners to ensure proper alignment and to prevent duplication of effort. Typical recovery activities may include, but are not limited to:

- Work with local governments, Tribal governments, and impacted communities and RSF 3 to assess and address health 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 in coordination with affected jurisdiction.
- Establish a timeline for elements of human services recovery including social services and temporary housing.
- Evaluate flexibility and identify 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.

State Recovery Action Plan - Human Services RSF Section *development may occur in Human Services Recovery Coordination meetings and based on the scale of the disaster; the below agencies may have the following capabilities and/or may assist in the following ways:*

3.4.3 Key Activities by Department

Oregon Department of Human Services

- Continue to assess the impacts from the disaster and determine barriers to individual long-term recovery through disaster case management.
- Support the identification of unmet needs and temporary housing solutions in coordination with the impacted jurisdiction.
- Identify human service impacts and other whole community related needs.
- Identify gaps in local, state and federal programs to support households and determine if other state programs or funds need to exist to accomplish the mission of Human Services.

Following the March 2025 flooding, ODHS coordinated with the Long-Term Recovery Groups and state leadership to secure funding to provide DCM and unmet need support at the local level. Working in partnership with local Long-Term Recovery Groups and designated Resilience Hubs, ODHS-OREM helped households navigate available resources and stabilize their living situations. Assistance focused on restoring safe and functional housing, addressing environmental health concerns, and coordinating essential repairs needed for habitability. Recovery progress in some areas was slowed by damaged access routes and limited availability of specialized contractors, particularly in rural communities. Overall, the effort ensured support reached impacted households while highlighting ongoing challenges that affect disaster recovery in geographically isolated regions.

Case Study 1: 2025 Spring Flooding

Department of Administrative Services (DAS)

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

Oregon Department of Emergency Management (OEM)

- If FEMA Individual Assistance is available, coordinate with ODHS and FEMA to determine what state assistance may be able to provide.
- OEM PIO may the impacted jurisdiction with ongoing public messaging (debris removal, public meetings, etc.).
- Assist with supporting the creation of Long-term Recovery Groups.
- Support and provide best practices around volunteer and donation resources.

3. Concept of Recovery Operations

Oregon Department of Education (OED)

- Support the restoration of school services in impacted areas.
- Ensure continued provision of social services provided in schools, including support for child health and nutrition and for adult and adult daycare.
- Support the mitigation of future hazards to school buildings as well as other educational facilities, including providing resources and guidance to schools for disaster resiliency.

Oregon Department of Veterans Affairs (ODVA)

- Provide social services support to Oregon's veterans.

Oregon Health Authority (OHA)

- Support behavioral health concerns and collaborate with ODHS for individuals who need both health services and social services case management support.

Oregon Housing and Community Services (OHCS)

- Provide assistance programs that address antipoverty, homelessness, energy assistance, and community service programs including the Community Service Block Grants Disaster Recovery (if congressional approved) program.
- Assist in projects to promote the restoration or creation of inclusive, sustainable communities.
- Coordinate with ODHS to determine if long-term housing assistance is needed either through state or federal programs.

Department of Corrections

- Participate in RSF 4 Human Services coordination meetings and determine opportunities to assist around long-term feeding support, mobile trailer showers, rebuilding and resource delivery support.

3.4.4 Transition to Long-Term Recovery

For Phase 2 Recovery Operations to conclude, the State Recovery Action Plan (SRAP) must be completed to show how the activated Recovery Support Functions will or will not continue supporting long-term recovery efforts in Phase 3. Although recovery actions may transition into Long-Term Recovery, the scale and complexity of the disaster may result in recovery efforts continuing for many years. Listed below are some of the Long-term Recovery transition considerations:

- Recovery partners (federal, state and local/Tribal partners) have developed and/or identified permanent solutions and long-term plans that may require individual state agencies to continue to operate under their own authorities and programs.

3. Concept of Recovery Operations

- Immediate recovery community needs have been addressed through programs and/or technical assistance.
- Recovery programs have been established that have a timeline to rebuild the community.
- No additional support is needed from federal and state partners outside of what has been established.

Depending on the scale and scope of damages, there may be times that some agencies listed above will not be required to participate, or there could be additional agencies assigned.

3.4.5 Temporary to Permanent Housing Transition Plan

Depending on the scale of the disaster and programs availability, there may need to be a transition plan between Temporary Housing to Permanent Housing programs. This coordination will take place mainly between OEM, ODHS and OHCS to ensure that programs are effective. This transition may occur years after a disaster and may include the following considerations:

- Information sharing and data sharing agreements.
- Case Management services may need to continue to ensure that individuals and families have long-term recovery support.
- Ensure that public information about programs is communicated equitably using accessible formats, plain language, and multilingual outreach so that all communities can understand and access available resources. Where possible, partner with trusted community organizations, including nonprofits, Long-Term Recovery Groups (LTRGs), and other locally rooted entities, to reach underserved and hard-to-reach populations.

3.5 Phase Three: Long-term Recovery**3.5.1 Purpose**

This phase supports sustained efforts to rebuild stronger, more resilient communities. RSF 4 Human Services advances long-term recovery by addressing systemic challenges, supporting community-led solutions, and promoting equitable access to human services throughout the recovery cycle. Long-term recovery may continue for several years, depending on the scale of the disaster, the availability of housing, and the needs of impacted households. ODHS may continue working on human services disaster recovery efforts following deactivation of RSF 4 with OHCS and other state agencies, local and Tribal Governments, Long-Term Recovery Groups, and other partners to ensure continuity of services, support transitions from temporary into permanent housing and long-term programs and address remaining unmet needs. RSF 4 deactivates when human services recovery coordination can take place through normal day-to-day communication channels, programs, and authorities. This deactivation may occur before all individual recovery needs have been met and all households have been connected to the appropriate long-term recovery systems.

3. Concept of Recovery Operations

3.5.2 Key Activities

Long-term Recovery is centered on supporting local and Tribal governments as they implement recovery projects and return to pre-disaster operations. This phase emphasizes both execution and accountability, with a strong focus on implementing and tracking recovery efforts.

Designated RSFs play a key role by using tracking tools to monitor project progress and ensure alignment with recovery objectives.

Long-term recovery activities for ODHS may include the following:

- Depending on the scale of the disaster, ODHS may need to provide ongoing updates to Oregon Department of Emergency Management and the Governor's Office (e.g. program and funding updates, individual status updates).
- If a disaster declaration has been designated for individual assistance, OEM and ODHS will continue to coordinate until programs have concluded.
- If the Community Development Block Grant is available for OHCS to long-term housing solutions, ongoing coordination with OHCS may be needed to ensure effective administration of programs.
- Ongoing individual state agency coordination with Long-term Recovery Groups and County/Tribal Emergency Managers.

Oregon Department of Emergency Management (OEM), alongside Coordinating and Participating Agencies, may conduct After-Action Reports (AARs) to evaluate the effectiveness of the response and identify areas for improvement. Additionally, this phase includes updating relevant policies and procedures to reflect lessons learned, while resuming the standard operations and responsibilities defined under preparedness.

4 RSF Development and Maintenance

4. RSF Development and Maintenance

4.1 Annex Updates and Maintenance

OEM and Oregon Department of Human Services are responsible for collaborating with partners to update this RSF Annex and any additional annexes. At a minimum, this annex will be reviewed every two years and revised when changes are needed due to updated legislation and lessons learned from exercises or real-world emergencies. This updated process will take place in coordination with identified RSF coordinating and participating agencies and with engagement from local and Tribal governments. To support plan improvements, OEM will track the implementation of corrective action items identified in after-action reports and from information gathered through OEM's Maturity Model Program, a grading rubric used to ensure that state agencies meet the necessary standards to prepare for disasters.

4.2 Training

OEM and ODHS will ensure that participating agency liaisons are familiar with this annex and are trained as part of ongoing preparedness. Participating agencies should offer technical expertise, regulatory requirements and resources related to this annex. Training records must be kept and made available.

4.3 Exercises

The state will conduct exercises every two years to test and evaluate its recovery capabilities. The exercises will consist of a variety of tabletop exercises, drills, functional exercises and full-scale exercises. Whenever possible, RSF 4 Human Services Coordinating and Participating Agencies should participate in these exercises. AAR findings and improvement recommendations will be used to update the RSF Annex as appropriate.

Local government organizations should exercise their relevant RSF roles every two years with their community recovery partners, including local agencies and private and nonprofit sectors such as businesses, faith-based and social service organizations and the public. The exercises may 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 AARs should be transmitted to appropriate RSF organizations as outcomes of these exercises.

4.4 Plan Administration and Distribution

Each state department or agency is expected to develop and maintain policies and procedures (e.g., department or agency emergency plans, standard operating procedures, continuity of operations plans, business continuity plans) in support of the State ODRP and disaster recovery operations.

4.4.1 Plan Distribution List

This RSF annex follows the plan distribution list as outlined in the ODRP. At minimum, all RSF coordinating and supporting agencies will receive a copy of this annex upon each completed update and revision.

4. RSF Development and Maintenance

Table 1: Annex Receiving Entities

Coordinating Agency: Oregon Department of Human Services
Oregon Department of Emergency Management
Participating Agency: Department of Administrative Services (DAS)
Participating Agency: Oregon Department of Emergency Management (OEM)
Participating Agency: Department of Early Learning and Care (DELIC)
Participating Agency: Oregon Department of Education (ODE)
Participating Agency: Oregon Department of Veterans Affairs (ODVA)
Participating Agency: Oregon Health Authority (OHA)
Participating Agency: Oregon Housing and Community Services (OHCS)
Participating Agency: Oregon Public Utility Commission (OPUC)

5

Appendices

Appendix A: Acronyms and Abbreviations

AAR – After-Action Report

ACE – Accessible Communications in Emergencies (Workgroup)

CBO – Community-Based Organization

CIL – Center for Independent Living

DAS – Department of Administrative Services

DELC – Department of Early Learning and Care

DHS – Department of Homeland Security

DHHS – U.S. Department of Health and Human Services

DOC – Department of Corrections

ECC – Emergency Coordination Center

EOP – Emergency Operations Plan

ESF – Emergency Support Function

FEMA – Federal Emergency Management Agency

FNS – Food and Nutrition Service

HECC – Higher Education Coordinating Commission

HHS – U.S. Department of Health and Human Services

IA – Individual Assistance

IAP – Incident Action Plan

LTRG – Long-Term Recovery Group

LEP – Limited English Proficiency

NIH – National Institutes of Health

NDRF – National Disaster Recovery Framework

ODE – Oregon Department of Education

ODHHS – Oregon Deaf and Hard of Hearing Services Advisory Committee

ODHS – Oregon Department of Human Services

ODC – Oregon Disabilities Commission
ODE – Oregon Department of Education
OED – Oregon Department of Education
OHA – Oregon Health Authority
OHCS – Oregon Housing and Community Services
OEM – Oregon Department of Emergency Management
ODRP – Oregon Disaster Recovery Plan
ODVA – Oregon Department of Veterans Affairs
RSF – Recovery Support Function
SDRM – State Disaster Recovery Manager
SILC – Statewide Independent Living Council
SNAP – Supplemental Nutrition Assistance Program
SRAP – State Recovery Action Plan
USDA – United States Department of Agriculture
VAL – Voluntary Agency Liaison
VOAD – Voluntary Organizations Active in Disaster

Appendix B: RSF 4 Federal and State Programs

Table 2: Relevant Federal and State Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
Disaster Supplemental Nutrition Assistance Program	USDA	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.	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. SNAP Replacement may be provided outside of a Major Disaster Declaration*	N/A
Community Services Block Grant	Health and Human Services (DHHS)	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.	States, territories, and Tribal governments	N/A

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances	Health and Human Services (DHHS)	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.	Eligible applicants include states; political subdivisions of a state, such as county or local governments; and federally recognized Indian Tribal governments.	
Community Disaster Loan Program	Department of Homeland Security (DHS) – Federal Emergency Management Agency (FEMA)	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. 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	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.	N/A

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
		any Federal program, finance capital improvements, or repair or restore public facilities.		
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 support and childcare.	State and local welfare agencies	N/A