



Recovery Support Function 7 - Natural and Cultural Resources 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

This page intentionally left blank.

Table of Contents

Table of Contents	iii
List of Tables and Figures	iv
1 Introduction	5
2 Roles and Responsibilities	10
3 Concept of Recovery Operations	15
3.2.1 Purpose	18
3.2.2 Key Activities	18
3.3.1 Purpose	19
3.3.2 Key Activities	20
3.3.3 Natural and Cultural Resources Recovery Activation	21
3.4.1 Purpose	22
3.4.2 Key Activities	23
3.4.3 Key Role by Department	23
3.4.4 Transition to Long-Term Recovery	28
3.5.1 Purpose	28
3.5.2 Key Activities	29
4 RSF Development and Maintenance	30
4.4.1 Plan Distribution List	31
5 Appendices	33

List of Tables and Figures

Tables

Table 1: Annex Receiving Entities	32
Table 2: Relevant Federal and State Programs.....	38

Figures

Figure 1: Recovery Continuum	16
Figure 2: Oregon Disaster Recovery Continuum - Natural and Cultural Resources	17
Figure 3: Stabilization - Recovery Branch Organizational Chart.....	20
Figure 4: Community Lifelines	21
Figure 5: NCR Recovery Organizational Chart	22

1 Introduction

1.1 Mission Statement

The mission of Recovery Support Function (RSF) 7 Natural and Cultural Resources (NCR) is to integrate federal and state resources and capabilities to support county, city and Tribal governments in addressing long-term recovery and resiliency needs for natural and cultural resources following disasters. The mission aims to preserve, conserve, rehabilitate and restore natural, cultural and historic properties and resources in alignment with post-disaster community priorities and in compliance with environmental laws.

1.2 Purpose

The purpose of this annex is to define the structure, roles, responsibilities, operations and activities of RSF 7 Natural and Cultural Resources to guide and coordinate state 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 Tribal Nations, state agencies, federal agencies, local governments, community partners, and non-governmental organizations collaborate to restore, redevelop, and revitalize communities affected by disasters.

The Natural and Cultural Resources Annex is intended to establish state coordination, capabilities and objectives around these two areas:

Natural Resources Objectives

- The primary goal is to restore ecosystem services that provide both protection and economic value.
- Environmental Remediation: Identifying and cleaning up hazardous materials, debris, and pollutants introduced by the disaster to prevent long-term environmental contamination of soil and water.
- Ecosystem Restoration: Re-establishing damaged wetlands, forests, and coastal areas. This isn't just about aesthetics; these areas act as natural buffers against future disasters.
- Water Quality Management: Restoring watersheds and ensuring that natural drainage systems are functional to prevent secondary flooding or health crises.
- Invasive Species Control: Monitoring and managing the spread of non-native species that often thrive in disturbed, post-disaster landscapes.

Cultural Resources Objectives

- This focuses on the "human" element of the landscape, the history and traditions that define a community.
- Stabilization of Historic Properties: Implementing immediate "mothballing" or structural stabilization for historic buildings to prevent demolition while long-term funding is secured.

1. Introduction

- Conservation of Archives and Collections: Salvaging and restoring public and private records, museum collections, and art that are vital to the community's collective memory.
- Revitalization of Cultural Districts: Supporting the recovery of "Main Streets" and cultural districts that drive local tourism and provide a sense of normalcy.
- Indigenous and Tribal Heritage Protection: Ensuring that recovery efforts respect and protect museums, cultural centers, sacred sites, traditional cultural properties, self-determination and tribal sovereignty.

1.3 Scope

This Annex is intended to be an all-hazards document that can be implemented for incidents of varying levels of complexity to support the Whole Community. When a disaster results in damage to significant state resources and/or environmental concerns require federal/state specialized expertise, RSF 7 Natural and Cultural Resources will be activated at the direction of the State Disaster Recovery Manager (SDRM), in coordination with the State Emergency Coordination Center (ECC) Manager and input from partners within RSF 1 Community Assistance. Such occurrences may include natural, technological, or human-caused disasters and may impact one or more counties or regions.

This document outlines recovery operations while complementing and supporting the response and recovery plans and procedures of responding agencies, Tribal and Local governments, special districts and other public, nonprofit/volunteer and private sector entities.

The following activities fall within scope of Natural and Cultural Resources:

- Facilitate ongoing coordination of natural resources, including maintenance of natural systems in a state of health and resilience.
- With a respectful focus on Tribal sacred geography; this includes areas of traditional harvesting, stewardship of traditional gathering areas, areas of cultural practices and some Treaty reserved gathering areas.
- Coordinate with Tribes to activate protocols for maintaining safekeeping of cultural resources before, during, and after emergencies.
- The scope of Cultural Resources encompasses documentation and physical protection to ensure history is not erased in a disaster. State agencies within this RSF may look for opportunities to protect these resources before, during and after a disaster.
- Negotiate with the Tribal Historic Preservation Officer (THPO) and the State Historic Preservation Office (SHPO) on how to navigate ongoing restoration or repairs.
- Recovering museum/archive collections.
- Assist in the identification of natural and cultural resources through development of inventories.

1. Introduction

- Respectfully aid to address cultural heritage inventories and respect Tribal decisions to share or not.
- Mitigate natural and cultural resources for vulnerability to hazards and potential impacts to the community that their damage or loss would cause.
- Assist in providing resource information to the businesses and organizations in Main Streets and historic or cultural districts.
- The scope of Natural Resources is strengthening the landscape and natural environment by determining opportunities to establish socio-environmental resiliency such as forest management and identifying environmental hazards.

1.4 Equity Vision and Natural and Cultural Considerations

NCR advances an equitable recovery by ensuring that restoration of artistic, cultural, and historic resources reflects the values, identities, and needs of the whole community. Recovery strategies must recognize that artistic, cultural and historic resources are not only physical assets, but sources of identity, belonging, economic stability, and intergenerational knowledge—particularly for Tribal Nations, rural communities, immigrant communities, communities of color, and other historically marginalized groups.

Post-disaster recovery objectives will be developed in partnership with impacted communities and include culturally responsive restoration, conservation, and mitigation strategies.

Assistance programs must be accessible, transparent, and designed to remove barriers that disproportionately affect under-resourced communities. Key Equity Considerations include:

Early & Inclusive Engagement

Engage Tribal Nations, cultural practitioners, historically underserved communities, rural jurisdictions, and community-based organizations at the earliest stages of impact assessment and recovery planning. Compensate community advisors and cultural experts where allowable to ensure meaningful participation. Use trusted messengers and culturally appropriate outreach methods.

Culturally Informed Impact Assessments

Assess not only structural damage, but the cultural, spiritual, and community significance of impacted resources. Recognize that informal or non-designated cultural sites (e.g., gathering places, community murals, oral-history spaces) may hold equal or greater community importance than formally listed historic properties. Coordinate closely with Tribal Historic Preservation Officers (THPOs) and State Historic Preservation Office (SHPO).

Barrier Reduction in Assistance Programs

Simplify application processes and provide technical assistance to small, rural, and community-based organizations. Ensure language access, ADA accessibility, and plain-language materials. Consider flexible documentation requirements where disasters have destroyed records.

1. Introduction

Geographic & Rural Equity

Ensure rural and geographically isolated communities receive equitable access to restoration expertise, funding streams, and technical assistance. Avoid concentration of restoration funding solely in high-visibility or urban historic districts.

Economic & Livelihood Impacts

Recognize that artistic and cultural resources are tied to economic recovery (e.g., tourism, local artists, cultural events). Prioritize restoration of resources critical to community cohesion and local economic viability. Coordinate with RSF 2 Economic Recovery to align cultural restoration with broader business and workforce recovery strategies.

Transparency & Accountability

Publicly communicate criteria for prioritization of restoration funding. Track and analyze distribution of assistance to identify disparities in funding access or outcomes. Adjust strategies if certain communities are not benefiting equitably.

Long-Term Resilience & Mitigation

Integrate mitigation strategies that protect culturally significant sites from future hazards. Support climate adaptation and resilience planning for historic and cultural resources. Preserve cultural heritage while strengthening structures and systems against future risk.

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. It has statutory authority, technical expertise and resources to address recovery operations for Natural and Cultural Resources and is responsible for ensuring that the RSF serves its purpose during activation.

Unless otherwise directed, Oregon Department of Environmental Quality is the coordinating agency for RSF 7 Natural and Cultural Resources and has the following responsibilities:

- Represent RSF 7 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.
- Department of Environmental Quality 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.
- 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.
- When NCR is activated, the Natural and Cultural Resources Coordinator and other agencies as assigned will develop a unified approach to recovery operations.

2.2 Participating Agencies

Participating Agencies work with the Coordinating Agency to fulfill the objectives of Natural and Cultural Resources. While each agency may not support operations for every incident, they play

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.

a critical role in accomplishing the Natural and Cultural Resources' mission. State recovery coordination may also include organizations outside of state agencies.

State agencies that contribute to the Natural and Cultural Resources' mission include:

- Department of Administrative Services (DAS)
- Department of Geology and Mineral Industries (DOGAMI)
- Department of Land Conservation and Development (DLCD)
- Oregon Department of Agriculture (ODA)
- Oregon Department of Energy (ODOE)
- Oregon Department of Fish and Wildlife (ODFW)
- Oregon Department of Forestry (ODF)
- Oregon Legislative Commission on Indian Services (LCIS)
- Oregon Parks and Recreation Department (OPRD) / State Historic Preservation Office (SHPO)
- Oregon State Marine Board (OSMB)
- Oregon State Police (OSP)
- Oregon Department of State Lands (DSL)
- Oregon State University Extension (OSU Extension)
- Oregon Water Resources Department (OWRD)
- Oregon Watershed Enhancement Board (OWEB)
- Secretary of State (SoS)

2.3 Boards and Commissions

While boards and commissions may not participate directly within NCR, 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.

Board of Agriculture - Advise the Oregon Department of Agriculture on policy issues, develop recommendations on key agricultural issues, and provide advocacy of the state's agriculture industry in general.

Oregon Environmental Quality Commission - Establishes policies, issues orders, makes decisions on appeal submissions of fines or other DEQ actions.

Oregon Fish and Wildlife Commission – Appointed by the governor, the commissioners formulate general state programs and policies concerning management and conservation of fish and wildlife resources.

Oregon Heritage Commission - Coordinates heritage activities and supports museum grants.

Land Conservation and Development Commission (LCDC) - Adopts state land-use goals and implements rules, assures local plan compliance with the goals, coordinates state and local planning, and oversees the coastal zone management program.

Oregon Commission on Historic Cemeteries (OCHC) - Managed by Oregon Parks and Recreation Department, the OCHC coordinates the restoration, renovation and maintenance of historic cemeteries statewide.

2.4 Relevant State Plans

Oregon Historic Preservation Plan 2024 – 2033: A statewide plan that defines the heritage community’s approach to preserving special traditions, collections, and places, and describes how to coordinate efforts.

Willamette Basin Strategic Action Plan: A 10-year plan focused on restoring degraded habitats and protecting intact natural resources within the Willamette Basin.

Natural Areas Plan: Managed by the Oregon Parks and Recreation Department, this plan identifies and protects rare ecosystems and species across the state.

2026 Oregon Heritage Plan: A statewide plan that identifies opportunities to strengthen heritage preservation efforts in the state.

2.5 Federal Coordination

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 agencies and RSFs that collaborate with Natural and Cultural Resources include:

Coordinating Agency: U.S. Department of Interior

Participating Agencies:

Bureau of Indian Affairs – Emergency Management | National Parks Service – Historic Preservation | Advisory Council on Historic Preservation | AmeriCorps | Council on Environmental Quality | Cybersecurity and Infrastructure Security Agency | Department of Agriculture | Department of Commerce | Department of Education | Environmental Protection Agency | Federal Emergency Management Agency | General Services Administration | Heritage Emergency National Task Force | U.S. Army Corps of Engineers Farm Service Agency (FSA) | Natural Resource Conservation Service (NRCS) | National Parks Service | U.S. Forest Service | Bureau of Land Management (BLM) | U.S. Fish and Wildlife Service (USFWS) | National Oceanic and Atmospheric Administration (NOAA)

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

2.6 Community Partners

Community partners play a critical role in the RSF structure by providing on-the-ground knowledge, identifying priority needs, and shaping 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-exhaustive) list of organizations identified as partners supporting Natural and Cultural Resources:

- Advocacy Groups
- Certified Local Governments
- City, County, and Tribal Planning, Cultural, and Environmental Resource Departments
- Forestry Associations
- Libraries, Museums, Archives, and Historic cemeteries
- Local Landmark Commissions
- Local Law Enforcement Agencies
- Main Street Organizations
- Oregon Cultural Trust
- Oregon Historical Society
- Oregon Museum of Science and Industry (OMSI)
- Rangeland Associations
- Restore Oregon
- Smithsonian National Collections Program
- Soil and Water Conservation Districts
- The Nature Conservancy
- Watershed Councils

Coordinating and Participating agencies for Natural and Cultural Resources are responsible for identifying relevant partner organizations in the plans and procedures developed during the Preparedness / Steady State, and for having the tools necessary to activate these partnerships upon RSF activation.

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/Steady State: 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 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 Natural and Cultural Resources during each of the recovery phases.

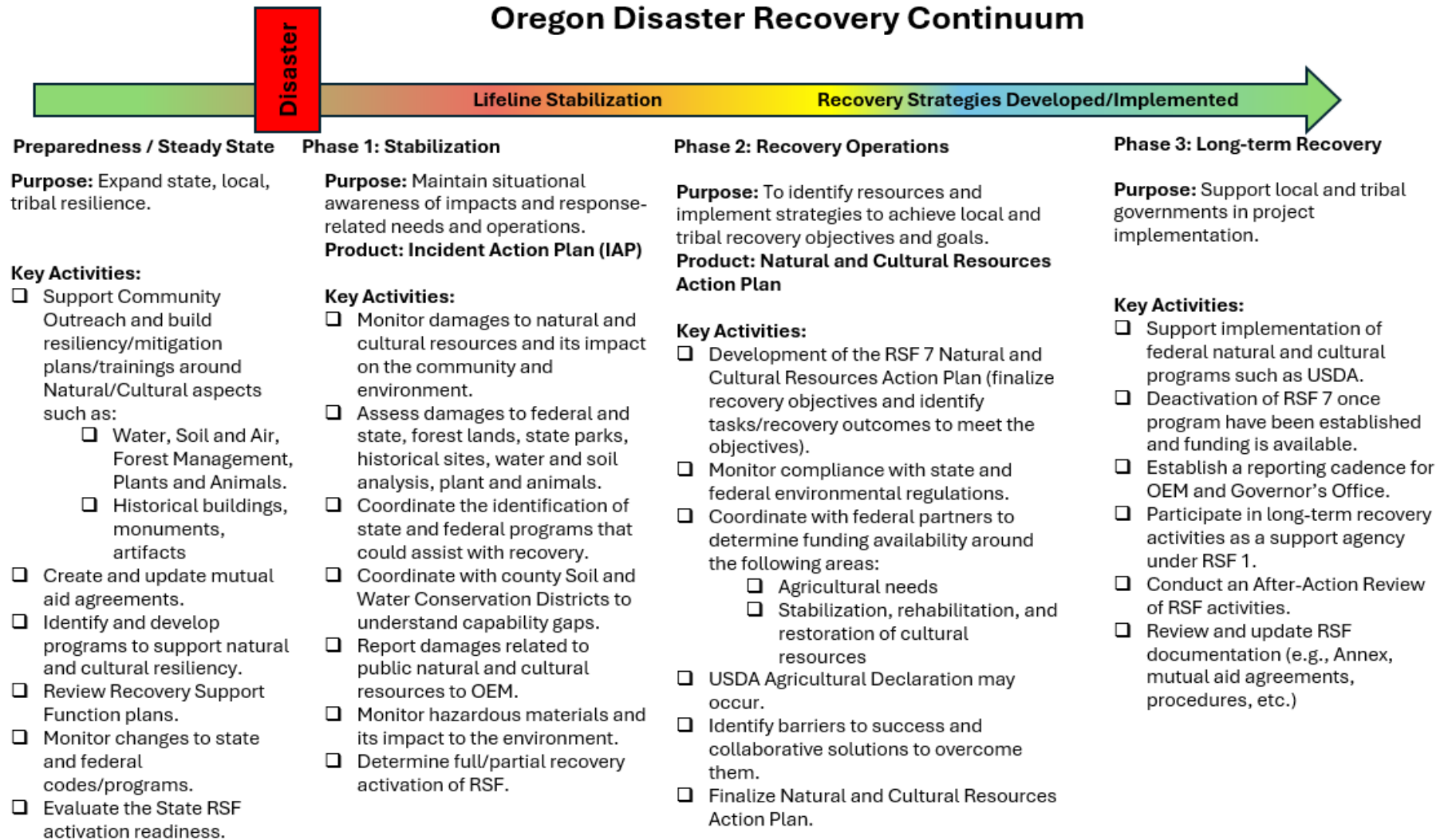


Figure 2: Oregon Disaster Recovery Continuum - Natural and Cultural Resources

3.2 Preparedness / Steady State

3.2.1 Purpose

Natural and Cultural Resources exist in a constant 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 mitigation, resilience and preparedness activities. Listed below are the various objectives of Natural and Cultural Resources during this phase.

The core goal is to prepare and minimize the loss or degradation of resources during and after a disaster.

Navigating the aftermath of a disaster is complex. Preparing beforehand helps with:

Natural Resources: Protecting ecosystems, endangered species, water sources, and air quality.

- Conforming with compliance by ensuring recovery efforts meet the requirements of laws like the National Environmental Policy Act (NEPA) or the National Historic Preservation Act.
- Creating resilient ecosystems such as mitigating silt and toxins from entering the water supply after a disaster.
- Leveraging funding opportunities and having a clear process by building partnerships make it much easier for impacted jurisdictions to apply for federal or state emergency grants.

Cultural Resources: Safeguarding historic buildings, cultural practices, archaeological sites, cultural or historic collections, and sacred indigenous sites.

- Protecting community cultural identity such as “Main Streets” and cultural districts, historic buildings, archives, as well as sacred indigenous sites that define a community.
- Oregon State Archives offers disaster preparation and response classes specific to archival material.
- Support communities in developing a community-wide disaster resilience plan for heritage resources.

3.2.2 Key Activities

Readiness is sustained through prepared activities that enhance community resilience and support the implementation of recovery operations. These activities, led by the Department of Environmental Quality (DEQ), include—but are not limited to—the following:

3. RSF Concept of Operations

- The coordinating agency may hold quarterly meetings with participating agencies to provide program updates, changes to legislation and provide training around subject matter expertise and capability.
- Develop pre-existing (pre-disaster) agreements between natural and cultural response agencies to facilitate post-disaster recovery actions.
- Pre-identify funding sources for cultural resource needs (e.g., artifact conservation, building rehabilitation, document recovery, archaeological site preservation).
- Updating plans and working with federal and state partners to understand ecosystem vulnerability and mitigating future disaster impacts.
- Develop inventories of incentives and programs that support the preservation, protection, conservation, rehabilitation, recovery, and restoration of natural and cultural resources during recovery.
- Support training of response and recovery workers in techniques for managing cultural resources.
- 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.
- Establish measures for protection of cultural resources that can be implemented immediately and indefinitely.

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.

Involving recovery at the onset of the disaster allows for future planning efforts for recovery to begin. The purpose of recovery within this phase is for recovery staff to gain situational awareness, documenting disaster impacts, identifying recovery budget and prioritizing needs to define 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. RSF Concept of Operations

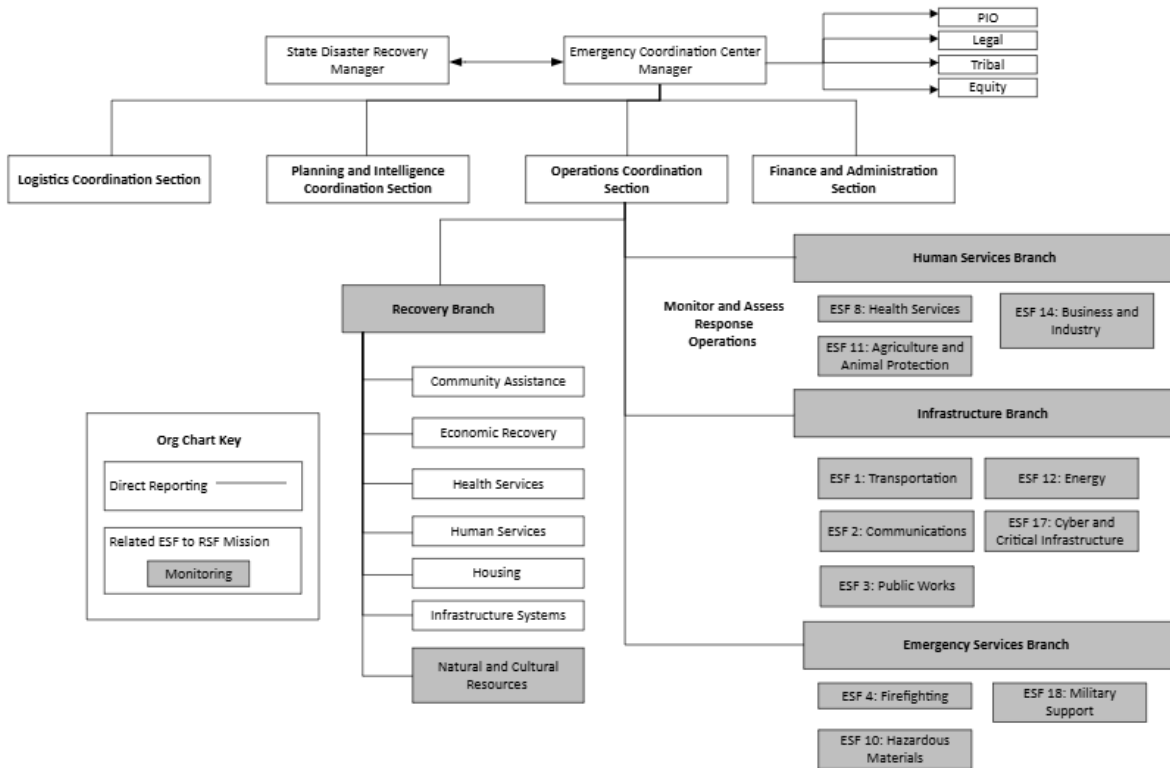


Figure 3: Stabilization - Recovery Branch Organizational Chart

3.3.2 Key Activities**Community Assistance Activation**

Depending on the scale and scope of the disaster, the ECC Manager might request a state level response activation of the Emergency Coordination Center. If ESF 10 – Hazardous Materials is activated in the ECC, the Oregon Department of Environmental Quality will be actively involved in the response. However, for recovery, they may coordinate the assessment of cascading impacts or long-term effects to natural and cultural resources with the supporting agencies of the NCR RSF.

Community Lifeline Approach to Disasters

The ECC Manager will oversee coordination of response efforts to stabilize the Community Lifelines. Department of Environmental Quality may focus on the following Community Lifelines for status reports to inform recovery activities:

3. RSF Concept of Operations

**Figure 4: Community Lifelines**

- Water Systems
- Hazardous Materials

Impact Assessment

Partners within NCR (such as ODFW, ODA, SHPO, OPRD, DEQ, ODF), may assess natural environmental impacts (e.g., source water, plant and wildlife impacts, soil integrity) and cultural resources (e.g., historical sites, state parks, artifacts) and begin identifying needed protections during stabilization through recovery.

Depending on the scale of the disaster, this assessment may continue into Phase 2 - Recovery Operations and may designate a different coordinating agency based on the impacts and subject matter expertise.

Recovery Branch – Oregon Department of Environmental Quality

Prior to activating NCR, DEQ will report under the Recovery Branch – Community Assistance. Based on the disaster impacts and recovery objectives, DEQ may recommend a different state agency to lead the RSF coordination (if activated). These recommendations may be based on impacts that a disaster has caused. However, at the onset of a disaster, DEQ may be assigned the following:

- Attend ECC meetings and represent the RSF within the Recovery Branch.
- Report to the Recovery Operations Section Chief for any damage and impacts to NCR that will need long-term recovery support.

3.3.3 Natural and Cultural Resources Recovery Activation

The SDRM, in coordination with the NCR Recovery Coordinator, will determine NCR activation based on the following considerations:

- A disaster has occurred and there is either statewide or regional destruction of natural and cultural resources (or anticipated impacts) that have caused a loss of historical significance and/or impacts on the natural environment.
- Damage has created the need to coordinate across government and non-governmental jurisdictions and identify new strategies to recover.

3. RSF Concept of Operations

3.4 Phase Two: Recovery Operations

3.4.1 Purpose

This phase focuses on coordinating and delivering targeted recovery support to address immediate and mid-term needs across impacted communities. Natural and Cultural Resources work 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 the development of the SRAP. Listed below are considerations for Natural and Cultural Resources when contributing to the SRAP:

- Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.
- Identify opportunities to enhance natural and cultural resource protection with hazard mitigation and resilience strategies.
- Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.
- Establish objectives to preserve natural and cultural resources as part of an overall community recovery.
- Identify locations for long-term protection of cultural resources that can be relocated.
- Conduct education and outreach efforts related to natural and cultural resource recovery activities.
- Monitor compliance with state and federal environmental regulations.

NCR 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.

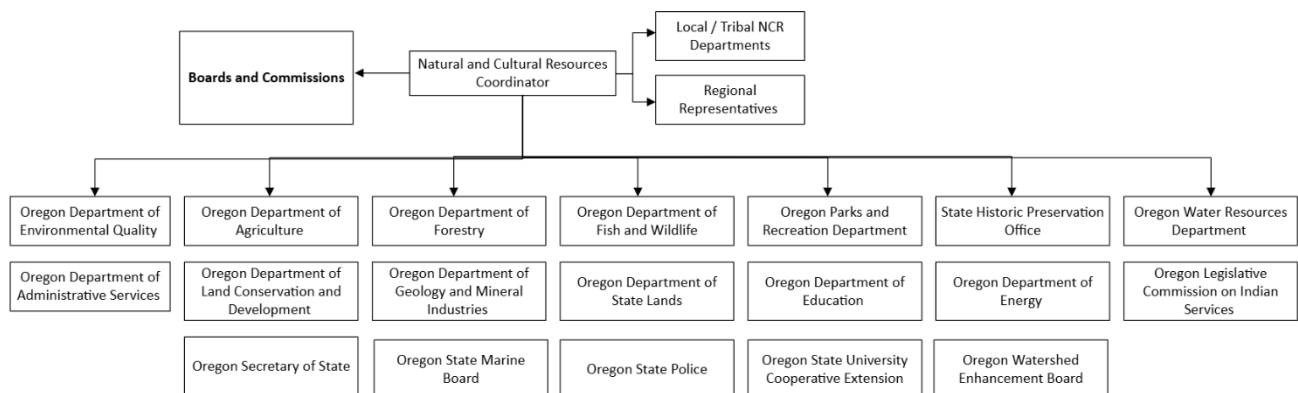


Figure 5: NCR Recovery Organizational Chart

3. RSF Concept of Operations

3.4.2 Key Activities

Agencies supporting Natural and Cultural Resources must be ready to provide ongoing recovery support for local and tribal recovery activities. This support may be delivered as part of the formal RSF activation or integrated into ongoing departmental functions as recovery needs evolve.

Department of Environmental Quality (or another designated agency) will typically oversee operational activities. Recovery activities may include, but are not limited to:

- Provide assistance to local and tribal jurisdictions regarding the applicability of environmentally friendly design to guide recovery projects.
- Assist local and tribal partners in developing environmental rehabilitation plans.
- Conduct post-disaster environmental monitoring activities.
- Provide technical assistance for remediation of disaster- related contamination by hazardous materials.
- Provide post-disaster assistance in completing surveys and historic designations to prevent repairs from affecting the integrity of place or district.
- Work with local governments, tribal governments and impacted communities and RSF 1 Community Assistance to assess and address capacity gaps for the protection and recovery of natural resources.
- Establish internal Natural and Cultural Resources Recovery Coordination meetings.
- Coordinate with natural and historic resource departments to understand capacity and recovery priorities.
- 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.
- Identify recovery priorities to inform long-term recovery and mitigation through technical assistance, resources and collaboration to identify programs that could meet the greatest need.

3.4.3 Key Role by Department

State Recovery Action Plan - Natural and Cultural Resources RSF Section development may occur in the NCR Recovery Coordination meetings based on the scale of the disaster. In

3. RSF Concept of Operations

coordination with the agencies below, the NCR Coordinator will maintain NCR section of the SRAP based on the following capabilities and/or technical expertise:

Oregon Department of Environmental Quality

- Conduct sampling and monitoring of environmental conditions.
- Establish restoration strategies and requirements for natural resources damages caused by oil and hazardous material releases.
- Provide technical assistance to facilitate environmental permits required to operate regulated facilities located in impacted areas.
- Provide technical assistance for recovery activities involving natural resources damages caused by oil and hazardous material releases.
- Perform permitting and authorization activities.
- Provide technical assistance for environmental restoration activities to ensure compliance with requirements.

Oregon Department of Agriculture

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

Oregon Department of Forestry

- 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.

Oregon Department of Fish and Wildlife

- 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.

Oregon Parks and Recreation Department (OPRD)

- Coordinate restoration of state parks and recreations areas.

3. RSF Concept of Operations

- Utilize parks not affected, or minimally affected, by the disaster to stage resources in support of the transition from response to recovery (e.g. gathering points for evacuees, mobile command centers, community information sessions etc.).
- Provide technical assistance through the department's natural resources, engineering, planning, and heritage sections.

OPRD - State Historic Preservation Office / Heritage

- Provide technical assistance to guide recovery activities to minimize impact on culturally or historically significant sites.
- Provide technical assistance to organizations managing cultural resources outside of OPRD property.
- Coordinate with the State Library of Oregon and Oregon State Archives in the preservation of cultural collections.
- Provide information about the existence of cultural resources in the impacted area to the appropriate official while ensuring confidentiality to avoid inadvertent disclosures of culturally sensitive areas.
- Support heritage organizations in supporting the community in recovery through making a safe gathering space, collecting stories, offering information about heritage resources being rehabilitated or restored in recovery phase, participating as an active community organization in community recovery planning and activities.
- Share messaging from impacted heritage organizations about needs for recovery.

Oregon Water Resources Department

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

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.

Oregon Department of Land Conservation and Development

- Administer the state's land use planning program.
- Provide technical assistance relating to development, farm and forest land protection, natural and cultural resource management, and floodplain management.
- Administer the state's Coastal Management Program, including provision of technical assistance for the protection of estuaries, shorelands, beaches and dunes, and ocean resources.

3. RSF Concept of Operations

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.

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.

Oregon Department of Energy

- Coordinate with fuel industry partners to monitor the fuel supply chain, prioritize fuel delivery, and identify sources of fuel
- Provide technical assistance for recovery activities involving natural resources damages caused by radiological material releases; Perform permitting and authorization activities; Provide technical assistance for environmental restoration activities to ensure compliance with requirements.

Oregon Legislative Commission on Indian Services

- Provide policy guidance and technical assistance for protection of culturally significant resources to Oregon's native Tribes.
- Provides guidance and support for Tribal Governments' choices in disaster recovery.

Tribal Nations are sovereign nations and may work directly with Federal agencies during disasters. Because of this government-to-government relationship, Tribes may request Federal resources instead of State resources when those Federal programs better meet their needs, align with Tribal sovereignty, or provide more direct support. In disaster recovery, Tribes are not required to go through the State to access federal disaster assistance. They can coordinate directly with Federal partners and may choose Federal resources when they offer a more appropriate or efficient path for Tribal recovery. Often Tribes choose Federal resources not because of conflict, but because Federal programs often allow more flexibility, cultural alignment, or direct control over project design and implementation. This is especially important in cultural site recovery.

Oregon Secretary of State

- Maintain and protect the state archives.

Oregon State Marine Board

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

3. RSF Concept of Operations

Oregon State Police

- Assist in coordination of law enforcement activities to ensure compliance with environmental rules and regulations.
- Protect natural or cultural resources from theft or human-caused damage or conduct investigation of such incidents.
- Monitor, investigate, and prevent unlawful harvest of animals, fish, shellfish, waterfowl, and other birds
- Leverage Unmanned Aircraft Systems (UAS) operations to assist with initial and subsequent damage assessments to natural/cultural resources

Oregon State University Cooperative Extension

OSU Extension (36 offices across Oregon) may provide public outreach, education, and information for the agricultural community such as reseeding, mulching, and livestock health.

Below are areas that OSU Extension may be able to provide community outreach and engagement and expertise to state and local partners or community members:

- OSU Extension (36 offices across Oregon) may provide public outreach, education, and information for the agricultural community such as reseeding, mulching, and livestock health. Where there are Extension Foresters and Regional Fire Specialists, they may provide public outreach, education, and information for the family forest owner (small woodland owner) community.
- Marine and coastal hazards, sustainability of fisheries and ocean acidification.
- Preparedness and resilience to coastal hazards such as flooding, erosion, landslides, earthquakes and tsunamis.
- Resilient and sustainable Oregon commercial fisheries, shellfish and seaweed aquaculture, and local seafood production and consumption.
- Invasive species and the risks they pose (e.g., from Japanese tsunami marine debris) and aquatic animal health.
- Ocean renewable energy planning and development.
- Water supply, surface and groundwater quality, and community access to clean water.
- Fire prevention, preparedness, mitigation, response, and recovery.
- Agriculture and forestry, including invasive species management, sustainable agriculture, and tree diseases.
- Forest health and management: guidance on insects, diseases and environmental stress to support resilient forests and long-term stewardship.

3. RSF Concept of Operations

- Rangeland conservation and management: guidance on grazing practices, vegetation management and sustainable land use to support productive and resilient landscapes.
- Efforts on understanding the impacts of climate change on agricultural, forest and marine ecosystems and communities in Oregon. Resources on mitigation strategies, adaptation measures, and ways individuals can contribute to environmental sustainability.

Oregon Watershed Enhancement Board

- Support conservation and restoration of Oregon's watersheds.

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.

3.4.4 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 the Long-term Recovery transition indicators:

- The impacted community or communities have a path forward to restore the natural and cultural elements of recovery with state support.
- Assistance with technical assistance support.
- Navigate federal resource support and identify state funding.
- Support Tribes and cultural resource organizations in participating in the long-term recovery by holding events and safe gatherings as a remaining cultural anchor in the community, collecting and sharing the experience of the people in the community, and providing historic materials to inform recovery and reconstruction.
- Implement potential changes to state rules and regulations that may have caused barriers to recovery.

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

Long-term recovery focuses on supporting local and Tribal governments as they implement recovery projects and move toward a "new normal" post-disaster operating environment. During this phase, RSFs are deactivated, and recovery responsibilities transition back to individual state agencies operating under their own authorities and programs. Agencies continue to implement and monitor recovery activities within their respective missions, ensuring progress toward sustainable and resilient long-term outcomes.

3. RSF Concept of Operations

As recovery proceeds, state agency activities will gradually shift from incident-specific recovery support to normal business. DEQ, with the support of Participating Agencies, will regularly assess whether current recovery support continues to require special coordination under Natural and Cultural Resources. When DEQ determines that special coordination is no longer required, Natural and Cultural Resources will revert to the state of the readiness.

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.

Program Implementation and Deactivation

As state agencies are completing their long-term plan for supporting community-led recovery efforts, there is often a shift to focus on program implementation. DEQ may need to provide ongoing community outreach and partner updates to ensure effective program implementation and funding allocation. At this point in recovery, internal coordination meetings of NCR partners are no longer warranted, and NCR Coordinator may function as a participating agency, if RSF 1 Community Assistance is still activated.

Long-term recovery activities for Natural and Cultural Resources may include the following:

- Continue to monitor local and tribal recovery activities and provide technical assistance as needed.
- Continue to monitor compliance with state and federal environmental regulations.
- Support heritage organizations in their roles in long term recovery.
- Support jurisdictions with sub-recipient agreements through the State to ensure successful implementation.
- Governor's Office may request reports of long-term recovery efforts if funding was provided from the state and/or federal government.
- Ensuring programs initiated to support long-term recovery are sustainable.
- Coordinating and collaborating with local partners to maintain recovery momentum.
- Update RSF contacts and report any changes needed to this annex to OEM and DEQ for consideration of inclusion to future updates.

4 RSF Development and Maintenance

4. RSF Development and Maintenance

4.1 Annex Updates and Maintenance

OEM in coordination with DEQ is 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 DEQ 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.

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, Natural and Cultural Resources Recovery 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 are encouraged to 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 (HSEEP) 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 Environmental Quality (DEQ)
Department of Geology and Mineral Industries (DOGAMI)
Department of Land Conservation and Development (DLCD)
Oregon Department of Agriculture (ODA)
Oregon Department of Education (ODE)
Oregon Department of Emergency Management (OEM)
Oregon Department of Energy (ODOE)
Oregon Department of Fish and Wildlife (ODFW)
Oregon Department of Forestry (ODF)
Oregon Parks and Recreation Department (OPRD) / State Historic Preservation Office
Oregon State Police (OSP)
Oregon State University Extension (OSU Extension)
Oregon Water Resources Department (OWRD)
Oregon Watershed Enhancement Board (OWEB)
Secretary of State (SoS)

5

Appendices

Appendix A: Acronyms and Abbreviations

ADA: Americans with Disabilities Act

AAR: After-Action Report

BLM: Bureau of Land Management

COOP: Continuity of Operations Plan

CISA: Cybersecurity and Infrastructure Security Agency

DAS: Department of Administrative Services

DEQ: Department of Environmental Quality

DLCD: Department of Land Conservation and Development

DOGAMI: Department of Geology and Mineral Industries

DSL: Department of State Lands

ECC: Emergency Coordination Center

EFRP: Emergency Forest Restoration Program

ESF: Emergency Support Function

FEMA: Federal Emergency Management Agency

FIOP: Federal Interagency Operational Plan

FSA: Farm Service Agency

HENTF: Heritage Emergency National Task Force

HSEEP: Homeland Security Exercise and Evaluation Program

LCDC: Land Conservation and Development Commission

LCIS: Legislative Commission on Indian Services

NEPA: National Environmental Policy Act

NHPA: National Historic Preservation Act

NCR: Natural and Cultural Resources

NOAA: National Oceanic and Atmospheric Administration

NRCS: Natural Resources Conservation Service

ODA: Oregon Department of Agriculture

ODF: Oregon Department of Forestry

ODFW: Oregon Department of Fish and Wildlife

ODE: Oregon Department of Education

ODOE: Oregon Department of Energy

ODOT: Oregon Department of Transportation

OEM: Oregon Department of Emergency Management

OPRD: Oregon Parks and Recreation Department

OSMB: Oregon State Marine Board

OSP: Oregon State Police

OSU: Oregon State University

OWEB: Oregon Watershed Enhancement Board

OWRD: Oregon Water Resources Department

RSF: Recovery Support Function

SDRM: State Disaster Recovery Manager

SHPO: State Historic Preservation Office

SoS: Secretary of State

SRAP: State Recovery Action Plan

THPO: Tribal Historic Preservation Officer

UAS: Unmanned Aircraft Systems

USACE: U.S. Army Corps of Engineers

USDA: U.S. Department of Agriculture

USFS: U.S. Forest Service

USFWS: U.S. Fish and Wildlife Service

Appendix B: Additional Relevant Plans

Supporting documents that provide guidance for Natural and Cultural Resources recovery include:

- Culture in City Reconstruction & Recovery, UNESCO – 2018
- Value of Heritage in Disaster Resilience Report and Messaging Guide, Oregon Heritage Commission – December 2021
- Fact Sheet on Art & Culture: Helping People Before, During, and After Disasters, FEMA – 2024
- Guide to Expanding Mitigation: Making the Connection with Arts and Culture, FEMA – 2014 (updated 2023)
- FEMA Recovery Federal Interagency Operational Plan, Annex F: Natural and Cultural Resources Recovery Support Function, 2014
- FEMA Pre-Disaster Recovery Planning for Tribal Governments, FP-104-008-02, September 2019

Appendix C: NCR Federal and State Programs

Table 2: Relevant Federal and State Programs

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
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.
Fish and Wildlife Coordination Act	Department of the Interior - Bureau of Reclamation	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.	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.	None

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
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 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
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
Historic Preservation Fund	National Parks Service - Annual Tribal Historic Preservation Office Grants.	This funding program supports the operation of Tribal Historic Preservation Offices (THPOs) within allowable program areas described in the National Historic Preservation Act (54 USC 3001 et seq.). Where relevant, staff and projects must comply with the appropriate Secretary of the Interior's Standards. The purpose of this program is to provide grants to THPOs for the identification, evaluation, and protection of historic properties as outlined in the National Historic Preservation Act (NHPA) by such means as: survey, planning, technical assistance, physical preservation, review of Federal	Awards under this program must comply with and support 54 USC 3001 et seq.	

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
		undertakings, education, listing in the National Register of Historic Places and Tribal Registers. These grants assist THPOs in carrying out the NHPA historic preservation activities that a Tribe agreed to assume from the State Historic Preservation Office, on tribal lands, under their Partnership agreement with the National Park Service.		
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
Oregon Heritage Grant	OPRD State Historic Preservation Office	The Oregon Heritage Grant provides matching grants to non-profit organizations, federally recognized tribal governments, universities and local governments for projects that conserve, develop or interpret Oregon’s heritage.		
Oregon Main Street Revitalization Grant	OPRD State Historic Preservation Office	The Oregon Main Street Revitalization Grant supports downtown revitalization efforts in communities participating in the Oregon Main Street Network. The purpose of the program is to: • Acquire, rehabilitate, and construct buildings on properties in designated downtown areas statewide; and	Only organizations participating in the Oregon Main Street Network are eligible to apply.	

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
		Facilitate community revitalization that will lead to private investment, job creation or retention, establishing or expanding viable businesses, or creating a stronger tax base		
Oregon Museum Grant	OPRD State Historic Preservation Office	Oregon Museum grant funds are for Oregon museums to collect, preserve, interpret, and promote the collective history of Oregon for all. Awards are given to museums conducting projects for the care and management of heritage collections, for heritage-related tourism, and heritage education and interpretation	Be in operation in Oregon as a public or private nonprofit for a period of at least two full years prior to the date of the application. The private nonprofits must be incorporated in the State of Oregon. Provide museum services open to the public at least 120 hours per year at designated and reasonable hours and places	A dollar match for funds requested is not required, though we encourage you to seek local funding and donations in addition to your grant request
Grant Programs	Oregon Watershed Enhancement Board	<i>OWEB has a variety of watershed health grant programs that may be able to support NCR recovery operations. For any questions, please contact the local watershed council, Soil and Water Conservation District, or the OWEB NCR representative.</i>		

Funding Source	Agency	Assistance Provided	Eligibility	Cost-Sharing Requirements
Emergency Forest Restoration Program (EFRP)	USDA Farm Service Agency (FSA)	This program provides financial assistance to non-industrial private forestland owners to restore their forestland after natural disasters. Technical assistance is provided by ODF, and financial assistance is provided by FSA.	Non-industrial private forestland owners impacted by a natural disaster for which FSA has initiated an EFRP signup.	75% reimbursement of landowner costs.

Appendix D: NCR Task Forces

The following section outlines the RSF-related task forces that may be activated to support specific recovery needs. These task forces bring together subject matter experts and key stakeholders to address targeted issues and advance recovery objectives within their assigned focus areas.

Heritage Emergency National Task Force

The Heritage Emergency National Task Force (HENTF), co-sponsored by FEMA and the Smithsonian Institution, strives to protect cultural and historic resources in our nation's states, Tribes, territories and local communities from the damaging effects of disasters. In addition to assisting museums and other cultural institutions when their collections are damaged by an event, HENTF helps reduce disaster suffering by assisting the public in salvaging flood-damaged family heirlooms.

Agricultural Task Force

Previous Activation: In 2024, Oregon experienced its most destructive wildfire season on record, with over 1.9 million acres burned and there was a need to focus heavily on the agricultural community.

Key Partners: OSU Extension, USDA FSA/NRCS, Oregon Farm Bureau, Oregon Department of Agriculture, Oregon Department of Emergency Management, Soil and Water Conservation Districts.

The "unprecedented" season hit ranchers and farmers with unique challenges including:

- **Livestock & Grazing:** Massive fires like the Durkee and Cow Valley fires destroyed hundreds of thousands of acres of grazing land. Ranchers lost critical forage, infrastructure (fencing and corrals), and in some cases, livestock due to flames or smoke inhalation.
- **Eastern Oregon Crisis:** Over 400,000 acres in the Cow Valley and Durkee fire zones required immediate post-fire assessment. This led to a desperate need for alternative feed and hay donations. Discussions within the Agricultural Task Force also included intermediate and long-term recovery concerns including the potential for invasive species, limited alternative grazing lands, reseeding challenges, pesticide use challenges, low growth rates of calves and early sell-off of heifers adversely impacting ranchers' incomes and livelihoods, and more. The Task Force worked with the Oregon Disaster Funders Network and other partners to identify resources for farmers and ranchers and to direct philanthropic and private sector partners to areas where they could make the most impact.