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##  
National Disaster Recovery Framework  
**Natural and Cultural Resources**  
**Recovery Support Function**  
**Concept of Operations Plan**

Final September 30, 2015



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**LIST OF ACRONYMS**

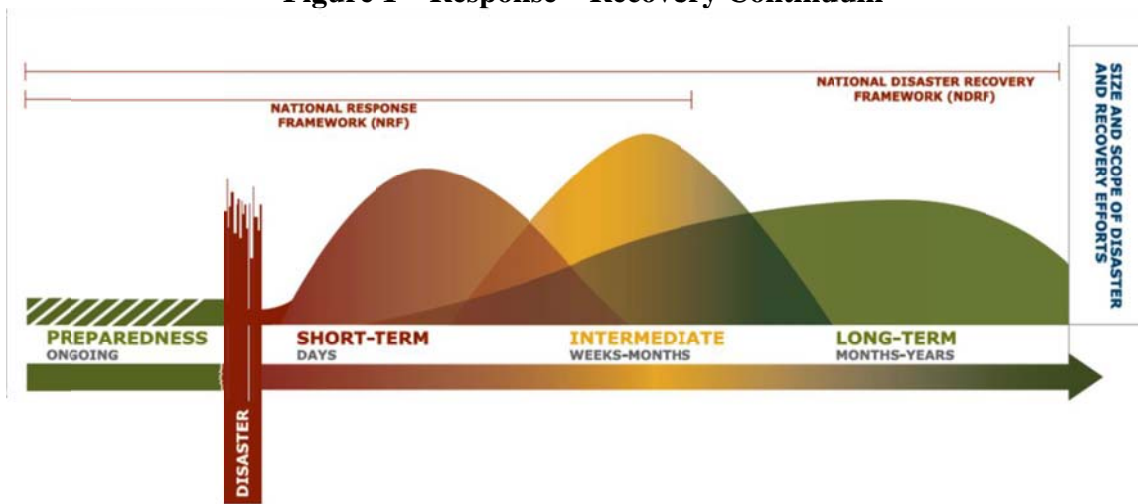
AAR	After Action Report	NARA	National Archives and Records Administration
ACHP	Advisory Council on Historic Preservation	NCH	Natural and Cultural Resources and Historic Properties
AET	Advance Evaluation Team	NCR	Natural and Cultural Resources
BIA	Bureau of Indian Affairs	NEA	National Endowment for the Arts
BLM	Bureau of Land Management	NEH	National Endowment for the Humanities
BOEM	Bureau of Ocean Energy Management	NEPA	National Environmental Protection Act
BSSE	Bureau of Safety and Environmental Management	NDRF	National Disaster Recovery Framework
CEQ	Council on Environmental Quality	NGO	Non-Governmental Organization
CNCS	Corporation for National and Community Service	NHPA	National Historic Preservation Act
CONOP	Concept of Operations Plan	NIMS	National Incident Management System
CPCB	Community Planning and Capacity Building	NMFS	National Marine Fisheries Service
DOC	U.S. Department of Commerce	NOAA	National Oceanic and Atmospheric Administration
DOI	U.S. Department of the Interior	NPPD	National Protection and Programs Directorate
DRA	Delta Regional Authority	NPS	National Park Service
EHP	Environmental and Historic Preservation	NRF	National Response Framework
EPA	U. S. Environmental Protection Agency	NWS	National Weather Service
ESA	Endangered Species Act	OEPC	Office of Environmental Policy and Compliance
ESF	Emergency Support Function	OIA	Office of Insular Affairs
ESG	Environmental Safeguard Group	OPLAN	Operational Plan
FCO	Federal Coordinating Officer	OSMRE	Office of Surface Mining Reclamation and Enforcement
FDRC	Federal Disaster Recovery Coordinator	PA	Public Assistance
FDRO	Federal Disaster Recovery Officer	POC	Point of Contact
FEMA	Federal Emergency Management Agency	REO	Regional Environmental Officer
FIOP	Federal Interagency Operating Plan	RSF	Recovery Support Function
FWS	U.S. Fish and Wildlife Service	RSS	Recovery Support Strategy
GIS	Geographic Information Systems	SDRC	State Disaster Recovery Coordinator
GPS	Global Positioning System	SME	Subject Matter Expert
GSA	U.S. General Services Administration	SOP	Standard Operating Procedures
HENTF	Heritage Emergency National Task Force	SOW	Statement of Work
IA	Individual Assistance	TDRC	Tribal Disaster Recovery Coordinator
IAA	Interagency Agreement	UFR	Unified Federal Review
IMLS	Institute for Museums and Library Services	USACE	U.S. Army Corps of Engineers
ICS	Incident Command System	USBR	U.S. Bureau of Reclamation
JFO	Joint Field Office	USDA	U.S. Department of Agriculture
LDRM	Local Disaster Recovery Manager	USGS	U.S. Geological Survey
LOC	Library of Congress		
MA	Mission Assignment		
MOU	Memorandum of Understanding		
MSA	Mission Scoping Assessment		

## I. Purpose

The purpose of the *Natural and Cultural Resources (NCR) Recovery Support Function (RSF) Concept of Operations Plan (CONOP)* is to provide operational guidance to personnel that staff or support the implementation of the NCR RSF of the *National Disaster Recovery Framework (NDRF)*. The NCR RSF CONOP is consistent and aligned with the NDRF’s *Recovery Federal Interagency Operational Plan (FIOP)*, which provides a holistic operational view of the NDRF’s RSFs in the field and their intersection and coordination with other field-level organizations.<sup>1</sup> This document describes how the departments, agencies, and organizations that comprise the NCR RSF coordinate support of the recovery planning and operations of local, State, Tribal, Territorial, or Insular Area governments to address unmet NCR disaster recovery needs.<sup>2,3</sup>

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. However, decisions made and priorities set early in the recovery process by a community have a cascading effect on the nature and speed of the recovery progress. Figure 1 indicates how the intensity of response and recovery activities unfolds over time.

**Figure 1 – Response – Recovery Continuum**



<sup>1</sup> The Federal Emergency Management Agency (FEMA) is currently revising the NDRF and updating the Recovery FIOP and the RSF Annexes. Preliminary indications are that FEMA will realign the six RSF Annexes to the following eight Core Capabilities: Operational Coordination, Planning, Public Information and Warning, Health and Social Services, Infrastructure Systems, Natural and Cultural Resources, Housing, and Economic Recovery. The NDRF revision and Recovery FIOP update are expected to be completed in the Fall of 2015. Following their completion, the NCR RSF CONOP will be revised, as necessary.

<sup>2</sup>#The NDRF supports the long term recovery efforts after a disaster response under the National Response Framework (NRF) and may work concurrently with the response activities.

<sup>3</sup> This CONOP is consistent with the Department of the Interior, Office of Emergency Management *All-Hazards Baseline Operational Plan (OPLAN)* which provides overarching and comprehensive guidance for how the Department prepares for and responds to emergencies, regardless of type or cause.

## II. Scope and Definitions

In accordance with the NDRF and the Recovery FIOP, the NCR RSF CONOP scope includes all-hazards and encompasses natural and human-caused disasters within the United States (U.S.) and its territories and, in specific instances, Insular Areas. The activities described in this document are primarily described in the context of a Presidential disaster declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). However, the NDRF's NCR RSF structure outlined in this document may also be used to support non-Stafford Act disasters with Natural and Cultural Resources and Historic Properties (NCH) recovery implications. This document is applicable to the Coordinating Agency, Primary Agencies, and Supporting Organizations that assist the NCR RSF, and applies to all pre- and post-disaster activities of the NCR RSF.

Under the Recovery FIOP, natural resources are defined as:

- Land, fish, wildlife, biota, and water.
- Water means salt and fresh water, surface and ground water used for drinking, irrigation, aquaculture and recreational purposes, as well as in its capacity as fish and wildlife habitat.

Under the Recovery FIOP and NDRF, cultural resources are defined as:

- Aspects of a cultural system that are valued by, or significantly representative of, a culture or that contain significant information about a culture.
- Cultural resources may be tangible entities or cultural practices.
- Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places and as archaeological resources, cultural landscapes, structures, museum objects and archives, and ethnographic resources for Federal management purposes.
- Cultural resources also include cultural items as that term is defined in section 2(3) of the Native American Graves Protection and Repatriation Act [25 USC 3001(3)]; and archeological resources, as that term is defined in section 3(1) of the Archaeological Resources Protection Act [16 USC 470bb(1)].
- Historic properties are any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in the National Register of Historic Places.
- Historic properties also include artifacts, records, and material remains that are related to such districts, sites, building structures, or objects.

### III. Basic Premises and Assumptions

This document includes the following basic premises and assumptions:

- The NCR RSF does not define the recovery priorities of State, Tribal, Territorial, or Insular Area governments. Impacted local communities establish their own recovery priorities, and they may choose to address or not to address an issue based on their goals, priorities, or capacity.
- The departments, agencies, and organizations that comprise the NCR RSF may conduct field operations outside of the NDRF RSF structure in accordance with their own statutory and regulatory authorities.
- The provision of Federal assistance to meet NCR recovery needs involves the leveraging of pre-disaster steady-state preparedness, mitigation, and response programs and assets.
- NCR RSF field operations are compliant with the National Incident Management System (NIMS) and the Incident Command System (ICS). NCR RSF field operations are scalable based on the size and magnitude of the disaster.
- Involvement of the U.S. Department of the Interior (DOI) and other Federal agencies in disaster recovery and the operations of the NCR RSF is not limited solely to coordination. The bureaus, services, and offices of those Federal agencies implement programs, conduct activities, and possess substantial subject matter expertise that might be leveraged to support community recovery.

References to “Tribes” or “Tribal governments” include all tribal entities which are federally recognized by DOI’s Bureau of Indian Affairs.

- References to “Territories” are defined by DOI to include the Territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of Puerto Rico. DOI defines “Insular Areas” as the Commonwealth of the Northern Mariana Islands and the responsibility to administer and oversee U.S. Federal assistance provided to the Freely Associated States of the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association.#

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- Federal personnel and funding assistance is always contingent upon legal authority and the availability of funds.



#### **IV. National Disaster Recovery Framework**

The NDRF facilitates effective recovery support to disaster-impacted local, State, Tribal, Territorial, and/or Insular Area jurisdictions by establishing a flexible structure that focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, cultural, and environmental fabric of the community and build a more resilient Nation. The NDRF is not intended to impose new, additional, or unfunded resource requirements on Federal agencies.

When a State, Tribe, Territory, or Insular Area government requests and is granted a Presidential Disaster Declaration under the Stafford Act to obtain Federal assistance for response and recovery to a major disaster, the Federal Emergency Management Agency (FEMA) appoints a Federal Coordinating Officer (FCO) who may establish a Joint Field Office (JFO) in close proximity to the disaster-impacted area. The JFO is a temporary Federal multiagency coordination center which brings together at a single facility, all entities essential to incident management. The JFO uses an ICS management approach. JFOs are set up on a disaster-specific basis. If a disaster affects multiple States, there is usually one JFO in each State. Both immediate response and long-term recovery operations are run from the JFO.

For recovery, the FEMA-appointed Federal Disaster Recovery Coordinator (FDRC) works at the JFO and reports to the FCO. The DOI-appointed NCR RSF Field Coordinator generally works at the JFO (or sometimes works remotely) and reports to the FDRC and the NCR RSF National Coordinator.

## V. NDRF Recovery Support Functions

The NDRF establishes six RSFs that provide a structure to facilitate the identification, coordination, and delivery of Federal assistance needed to supplement recovery resources and efforts by local, State, Tribal, Territorial, and Insular Area governments<sup>4</sup>, as well as private and nonprofit sectors. The RSFs and their respective Coordinating Agencies and missions are:

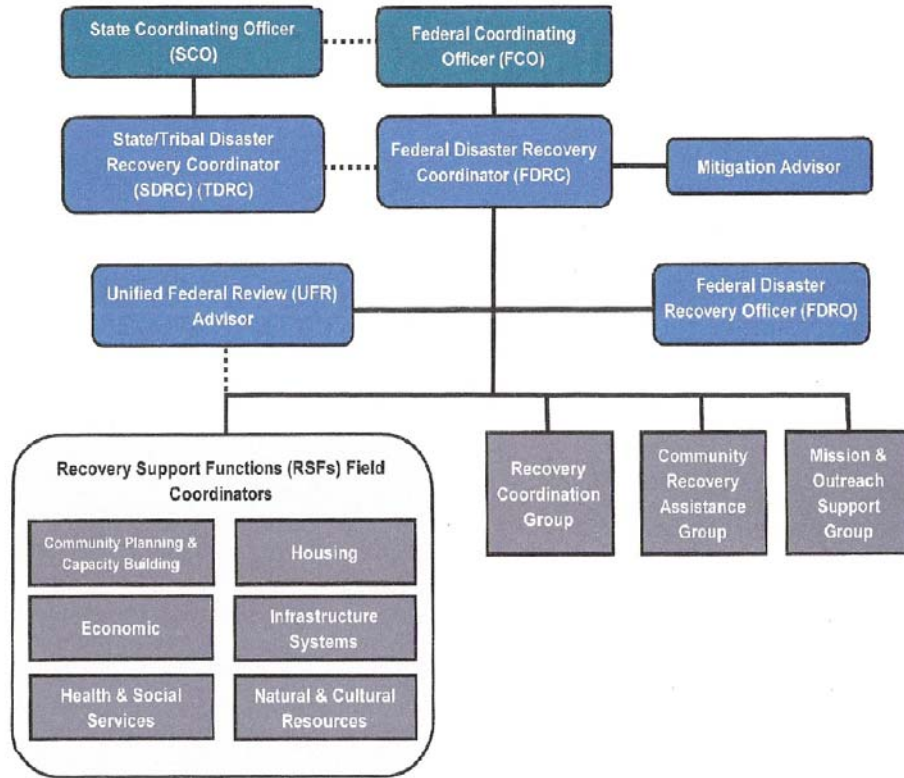
RSF	Coordinating Agency	Mission
Community Planning and Capacity Building	Department of Homeland Security Federal Emergency Management Agency	Supporting and building recovery capacities and community planning resources of local, State, and Tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.
Economic	Department of Commerce	Integrating the expertise of the Federal Government to help local, State, and Tribal governments and the private sector sustain and/or rebuild businesses and employment, and develop economic opportunities that result in sustainable and economically-resilient communities after large-scale and catastrophic incidents.
Health and Social Services	Department of Health and Human Services	Assisting locally-led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of impacted individuals and communities.
Housing	Department of Housing and Urban Development	Addressing pre-and post-disaster housing issues and coordinating and facilitating the delivery of Federal resources and activities to assist local, State, and Tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
Infrastructure Systems	Army Corps of Engineers	Facilitating the integration of the capabilities of the Federal Government to support local, State, and Tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the nation's infrastructure systems.
Natural and Cultural Resources	Department of the Interior	Integrating Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

<sup>4</sup> While the NDRF does not specially address Territorial, and Insular Area governments, this document does. In some situations, the Stafford Act does not fund all requests for assistance to Insular Areas but instead, assistance may be provided by the U.S. Agency for International Development.

The NRDF RSFs interconnect during a long-term disaster recovery effort. The other RSFs have some of the following potential connections to NCR:

- **Community Planning and Capacity Building** — To address natural or cultural resource impacts through strategic planning, leveraging Community Planning and Capacity Building (CPCB) RSF resources, as well as Tribal, State, or local capacity.
- **Economic** — To address the rehabilitation of commercial properties within historic districts, cultural properties and institutions, and parks and protected areas used for recreation and to integrate NCR activities into economic growth through tourism or other initiatives.
- **Health and Social Services** — To address impacted health and social service programs that rely on NCR impacted by a disaster.
- **Housing** — To address the rehabilitation of residential buildings within historic districts and to integrate historic components into the rebuilding of historic homes outside of historic districts.
- **Infrastructure Systems** — To address the rehabilitation of natural resources that may also act as part of a community's infrastructure (e.g., floodplains, wetlands, natural dikes, roads acting as dams, water sources, beaches, and dunes). In addition to natural resources, manmade resources such as waste water treatment plants may also be addressed.

Figure 2 shows the JFO organization for Recovery Operations with all six RSFs activated.



**Figure 2 – Disaster Recovery Operational Organization**

**NCR RSF Mission**

The NDRF states that the NCR RSF mission is to: “Integrate Federal assets and capabilities to help State and Tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.” This document uses the terms “natural and cultural resources” consistent with the NDRF and includes local, Territorial, and Insular Area governments consistent with the Stafford Act.

As stated in the NDRF, the NCR RSF facilitates the extension of expertise to local, State, Tribal, Territorial, and Insular Area governments from Federal departments, agencies, and partners, so that:

- Considerations related to the management and protection of NCR, community sustainability, and compliance with environmental planning and historic preservation requirements can be integrated into recovery.
- Local, State, Tribal, Territorial, and Insular Area governments are ready to address communities’ post-disaster long-term natural and cultural resource recovery needs.
- Programs and technical assistance to support disaster recovery are provided.#

- Post-disaster NCR assessments and studies are conducted that include proposed solutions to Environmental and Historic Preservation (EHP) policy and identification of processes that are impediments to recovery.

### **NCR RSF National Core Capability and Readiness Targets**

The Recovery FIOP defines the NCR RSF core recovery capability as “...the ability to protect NCR properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and effective practices and in compliance with appropriate environmental and historic preservation laws and executive orders.”

The NCR RSF Core Capability Readiness Targets include:

- Coordinating and facilitating the sharing and integration of NCR impact data to help understand the recovery needs and support good decision making for NCR recovery stakeholders.
- Facilitating or providing funding and/or technical assistance in support of local community recovery priorities to preserve, conserve, rehabilitate, and restore impacted NCR.
- Identifying and leveraging resources and programs that are available to support the development and implementation of sustainable recovery strategies.
- Utilizing the unique window of opportunity to inform local communities on best practices, green infrastructure, and environmentally-friendly designs to reduce environmental impacts, preserve sensitive NCR, and promote integration of sustainable practices in recovery projects.
- Providing technical assistance to help impacted communities develop recovery planning, establish recovery task forces, develop cultural and natural resources protection organization networks, and enhance their recovery capability and readiness for future disasters.
- Coordinating EHP issues across the RSFs and with local, State, Tribal, Territorial, and Insular Area governments and providing expertise for the implementation of the Unified Federal Review (UFR) process to help ensure the EHP compliance for recovery as requested and funded.

### **NCR RSF Members**

Each RSF has Coordinating and Primary Federal agencies and supporting organizations that operate together with local, State, Tribal, Territorial, and Insular Area governments and NGOs and private sector partners. Each RSF is composed of a Coordinating Agency, Primary Agencies, and Supporting Organizations.

The RSF Coordinating Agency, with the assistance of the FEMA, provides leadership, coordination, and oversight for that particular RSF. Primary agencies orchestrate Federal support on behalf of their RSF for local, State, Tribal, Territorial, and Insular Area governments and may lead interagency field assessment or support teams, as necessary. Supporting Organizations are those entities with specific capabilities or resources that support the Primary Agencies in executing the mission of the RSF. The following departments, agencies, and organizations comprise the NCR RSF:

**NCR RSF COORDINATING AGENCY** Department of the Interior

**PRIMARY AGENCIES**

Department of Homeland Security – Federal  
Emergency Management Agency  
Department of the Interior  
Environmental Protection Agency

**SUPPORTING ORGANIZATIONS**

Advisory Council on Historic Preservation  
Army Corps of Engineers  
Corporation for National and Community  
Service  
Council on Environmental Quality  
Delta Regional Authority  
Department of Agriculture  
Department of Commerce  
Department of Homeland Security —  
National Protection and Programs  
Directorate  
General Services Administration  
Heritage Emergency National Task Force  
Institute of Museum and Library Services  
Library of Congress  
National Archives and Records  
Administration  
National Endowment for the Arts  
National Endowment for the Humanities

## **VI. NCR RSF Roles and Responsibilities**

### **A. Coordinating Agency: Department of the Interior**

The DOI serves as the Coordinating Agency for the NCR RSF. The DOI fulfills this responsibility by Secretarial delegation to the Office of the Secretary's Office of Environmental Policy and Compliance (OEPC) which has the responsibility to manage, coordinate, and make national-level decisions for the NCR RSF. *Presidential Policy Directive 8, National Preparedness*, established the National Preparedness System which recognizes recovery as key to achieving the National Preparedness Goal throughout the preparedness and recovery phases. The Coordinating Agency supports ongoing communication and coordination between:

- Primary Agencies and Supporting Organizations within the RSF.
- Federal agencies and corresponding local, State, Tribal, Territorial, and Insular Area governments, NGOs and private sector partners.
- The NCR RSF and the other five RSFs.

The Coordinating Agency's receipt of, and terms written into, a reimbursable Mission Assignment (MA) from FEMA facilitates effective communication and coordination among NCR RSF Primary Agencies, Supporting Organizations, other partners, and stakeholders that comprise the disaster-impacted community. These governments, partners, and stakeholders include, but are not limited to:

- Corresponding local, State, Tribal, Territorial, and Insular Area governments.
- NGOs.
- Private sector partners.

As the NCR RSF Coordinating Agency, DOI's key functions include:

- Obtaining response information and situational awareness from the *National Response Framework* Emergency Support Functions (ESF) #4(Firefighting), #10 (Oil and Hazardous Materials) and #11(Agriculture and Natural Resources) that might identify future NCR recovery needs.
- Coordinating activation and deployment of recovery personnel with DOI Components through the DOI Environmental Safeguards Group (ESG) and with the other Federal partners.
- Coordinating and leveraging Federal resources for recovery of NCR.

- Assisting FEMA in the preparation of Mission Scoping Assessment (MSA) and Recovery Support Strategy (RSS) reports.
- Monitoring recovery programs.
- Evaluating and developing recommendations to improve the effectiveness of Federal NCR RSF activities.
- Coordinating, identifying and managing the budget and finances for the NCR RSF operation, including those related to MAs and other agreements with FEMA and other agencies and organizations.
- Encouraging local, State, Tribal, Territorial, and Insular Area government leadership of disaster-impacted communities to take ownership of the recovery planning process and to exercise local primacy and initiative.

**Pre-disaster.** The NCR RSF Coordinating Agency, Primary Agencies, and Supporting Organizations develop strategies before a disaster to address recovery issues for NCR that may impact whole communities. This includes identifying and developing relationships with key partners, identifying programs and systems that could be leveraged after a disaster, and building an understanding of their resources and capabilities. RSF agencies, organizations, and partners may also develop plans that address transitions from response to recovery to steady-state operations, and promote the principles of sustainability, resilience, and mitigation.

**Post-disaster.** The NCR RSF provides technical assistance in the form of impact analyses and supports recovery planning for NCR. The NCR RSF also conducts NCR RSF damage assessments and identifies and coordinates RSF-specific missions.

The DOI's involvement in disaster recovery and the operations of the NCR RSF is not limited solely to coordination. DOI bureaus and offices implement programs, conduct activities, and possess substantial subject matter expertise that may be leveraged to support community recovery.

## **B. NCR RSF National Coordinator**

The NCR RSF National Coordinator manages the personnel and activities of the NCR RSF, provides access to entities that may authorize the allocation of assets, and helps ensure ongoing communication and coordination between the RSF's Primary Agencies and Supporting Organizations. The NCR RSF National Coordinator also works with FDRCs to ensure coordination and communication between Federal agencies and local, State, Tribal, Territorial, and Insular Area governments, NGOs, and private sector partners throughout all phases of a disaster recovery operation. Additionally, the NCR RSF National Coordinator represents the NCR RSF on the RSF Leadership Group, a national-level interagency body established for the identification and resolution of major operational issues related to the NDRF and other related directives. The DOI's OEPC is



the office that obtains staff to serve as the NCR RSF National Coordinator. As the Coordinating Agency, OEPC oversees the Federal Government's natural and cultural resource recovery efforts. OEPC, with the assistance of FEMA, provides leadership, coordination, and oversight for the NCR RSF.

The NCR RSF National Coordinator also:

- Represents NCR RSF at the national level.
- Appoints an NCR RSF Field Coordinator for each JFO or other operations center, as appropriate. If there are two or more disasters requiring NCR assistance, the NCR RSF National Coordinator provides coordination at the national level, while the NCR RSF Field Coordinators lead the NCR RSF in the field at their respective JFOs.
- Establishes communication and information sharing forum(s) for NCR RSF Primary Agencies, Supporting Organizations and NGOs, and private sector partners.
- Provides technical assistance to support recovery planning and post-disaster activities for NCR, including to other RSFs.
- Coordinates technical assistance regarding eligibility and project requirements for DOI disaster recovery-related programs and application processes.
- Identifies and coordinates NCR RSF-specific missions with Primary Agencies and Supporting Organizations and helps ensure coordination with DOI's bureaus and offices through the DOI ESG.
- Supports RSF operations with Subject Matter Experts (SMEs) and staffing support.
- Assists the FDRC to support coordination and communication among Federal agencies and corresponding local, State, Tribal, Territorial, and Insular Area governments, NGOs, and private sector partners throughout the multiple phases of a disaster.
- Serves as headquarters-level contact and communicates with the FEMA recovery planning division and OEPC Regional Environmental Officers (REOs) before and during the recovery operation.
- Coordinates with local community members and organizations throughout the recovery operation, including the pre-disaster planning phase.
- Communicates with the ESF #11 National NCH Coordinator to facilitate any transition from response and short-term recovery efforts to long-term recovery operations.

- Communicates with each RSF NCR Interagency Point of Contact (POC), DOI ESG members, and OEPC REOs to:
  - Maintain a list of contact information for Interagency POCs, DOI ESG members, and DOI Component Senior Leadership (i.e., Executive Agents)
  - Conduct meetings with the NCR RSF Primary Agencies and Supporting Organizations, as necessary, to discuss disaster recovery needs.
  - Participate in monthly DOI ESG meeting to discuss topics pertinent to NCR RSF.
  - Keep DOI ESG members, OEPC REOs, and Interagency POCs informed about situations that might lead to NCR RSF activation. If the NCR RSF is activated, the NCR RSF National Coordinator notifies Interagency POCs.
  - Upon activation, convene meetings with the NCR RSF Primary Agencies, Supporting Organizations (as necessary), and the DOI ESG to discuss MAs and determine the appropriate level of staffing needed to fulfill the work requested.
  - Brief DOI Executive Agents and their DOI ESG representatives on the resources needed to fulfill work requests.
- Complies with the tasking element of the MA to:
  - Facilitate deployment of selected DOI personnel during activation in coordination with the OEPC Director's Office and help facilitate the deployment of other NCR RSF Primary Agency and Supporting Organization personnel.
  - Provide deployed personnel with logistical information regarding travel, lodging, and transportation.
  - Provide deployed personnel with guidance, such as the Recovery FIOP and this CONOP.
  - Aid in the creation of NCR RSF volunteer resource list with assistance from the DOI ESG.
- Manages budget and finances to:
  - Work with FEMA to generate an NCR RSF budget during the development of an MA or Interagency Agreement (IAA).
  - Ensure bills are prepared and submitted to FEMA, consistent with the FEMA's financial management guidance.

- Ensure appropriate financial documents are prepared for reimbursement.
- Track and report spending projections as requested by FEMA.
- Monitor funding drawdown to ensure funding sufficiency.
- Maintain financial records provided by the NCR RSF Field Coordinator.
- Close out MAs and IAAs.
- Works with NCR RSF Agencies to plan and prepare for recovery activities, including training and exercises.
- Works with OEPC REOs and regional counterparts for regional disaster planning, preparedness, and capacity building, including training and exercises.
- Explores new partners to expand NCR RSF capabilities.
- Maintains and updates NCR guidance documents, NCR RSF Field Coordinator Standard Operating Procedure (SOP), training materials, and NCR RSF website.
- Coordinates national-level review and comment among affected NCR RSF partners on the NCR RSF portions of the draft MSA and RSS reports, as appropriate.
- Coordinates development of the NCR RSF After Action Report and distributes it to NCR RSF partners.

### **C. Primary Agencies**

There are three Primary Agencies that support NCR: DOI, the Environmental Protection Agency (EPA) and FEMA. Responsibilities and support provided by Primary Agencies are defined and accomplished under an MA, Reimbursable Service Agreement, IAA, or other funding mechanism subject to resource availability.

**Pre-disaster.** NCR RSF Primary Agencies work through steady-state programs, in accordance with their statutory authorities, to support the development of strategies, plans, and activities to address disaster recovery issues for NCR.

**Post-disaster.** NCR RSF Primary Agencies may staff NCR RSF Field Coordinator positions and provide technical assistance in the form of disaster impact analyses and recovery strategies.

## **1. Department of Homeland Security — Federal Emergency Management Agency**

FEMA supports the nation's citizens and first responders, ensuring that the nation works together to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. FEMA:

- Provides leadership and technical and financial assistance, including guidance on Individual Assistance (IA), Public Assistance (PA), and Hazard Mitigation Program eligibility.
- Identifies relevant Federal programs and incentives that support the preservation, protection, conservation, rehabilitation, recovery, and restoration of NCR.
- Promotes the principles of sustainable communities through the protection of natural resources, such as coastal barriers and zones, floodplains, wetlands, and other natural resources critical to risk reduction.
- Encourages cultural institutions to develop and implement strategies for the protection of cultural collections and essential records.
- Provides State preparedness reports with information on how well States are meeting their capability targets for the NCR core capability.
- Provides geospatial information by developing new or adapting existing applications such as FEMA's GeoPlatform.
- Provides a mitigation advisor to the FDRC to help identify threats and hazards while supporting State and local decision makers in selecting lasting recovery solutions.
- Provides Mitigation Assessment Team, if criteria are met, consisting of building science experts from the combined resources of local, State, Tribal, Territorial, and Insular Area governments; NGOs, and private sector partners.
- Manages a Lessons Learned Information Sharing system, recently consolidated with the Naval Postgraduate School's Homeland Security Library (<http://www.hsdl.org>), which houses FEMA's National Disaster Recovery Program Database and serves as a knowledge repository for emergency management stakeholders to submit and identify lessons learned and best practices regarding all 31 core capabilities and threat/hazard specific information.
- Coordinates where appropriate, FEMA PA and EHP staff review of projects that may directly or indirectly impact other adjacent federally-funded projects.

- Provides agencies via a Data Sharing Agreement Content guide available on the UFR website, with a starting point to quickly develop an EHP data-sharing agreement between local, Federal, State, Tribal, Territorial, and Insular Area governments, NGOs and private sector partners.

## **2. Department of the Interior**

The DOI protects America's natural resources and heritage, honors cultures and Tribal communities, and supplies the energy to power the nation's future. Before and after a disaster, the DOI has specific legal authorities and limited resources to support FEMA, local, State, Tribal, Territorial, and Insular Area governments. As a NCR RSF Primary Agency, DOI:

- Coordinates with local, State, Tribal, Territorial, and Insular Area governments, other partners and stakeholders in disaster-impacted communities, including nonprofit entities, NGOs, and members of the private sector, to help ensure actions taken during recovery operations consider NCR.
- Provides technical assistance and subject matter expertise in assessing impacts on NCR.
- Shares best practices and assists in the development of programmatic approaches to address NCR issues.
- Provides technical expertise concerning compliance with the National Environmental Policy Act (NEPA), National Historic Preservation Act (NHPA), Endangered Species Act (ESA), and other related natural and cultural resource laws.
- Provides subject matter expertise in stabilizing landscapes, restoring watersheds, and project management.
- Provides feedback on planning and preparedness activities to mitigate future NCR damage.
- Provides available SMEs to conduct the damage assessment of the NCR impacted by a disaster.
- Coordinates and facilitates meetings with NCR RSF partners for data sharing and integration through Headquarters remote support or *ad hoc* deployment of a field coordinator to the JFO.
- Provides NCR RSF Field Coordinators and/or SMEs, when available, either through remote support or deployment to JFOs, to provide technical assistance on NCR recovery issues, identify available resources and programs, and help FEMA write and implement the RSS. (See Section VI.G.4. for more details.)

- Provides staffing support for a UFR Advisor if FEMA is unable to staff the position.

In DOI's role as a primary agency, the following DOI Components provide assistance subject to the availability of funds and authorization:

**a. Bureau of Indian Affairs (BIA)**

The BIA is responsible for enhancing the quality of life, promoting economic opportunity, and carrying out the responsibility to protect and improve the trust assets of American Indians, Indian Tribes, and Alaska Natives. The BIA:

- Provides funding to Indian Tribes for social services, infrastructure support, education, and other community development projects/programs.
- When requested by a Tribe, may assist with Tribal consultation and provide coordination and technical assistance to Tribes to develop policies and procedure to address emergency/recovery management issues.
- Provides Tribal-specific SMEs for recovery activities impacting Tribal communities.
- Assists tribes in obtaining services from other entities utilizing the Tribal Assistance Coordination Group.
- Provides technical assistance to tribes to develop policies and procedure to address emergency management issues.
- Supports the CPCB RSF by leading DOI collaboration with FEMA and HUD to assist in the coordination of CPCB requirements for tribes during recovery efforts.
- Supports the Economic RSF by leading DOI collaboration with FEMA and HUD to assist with coordination to resolve the recovery-related economic needs for tribes.
- Supports the Health and Social Services RSF by implementing welfare programs for tribes under Title 25 Code of Federal Regulations Part 20, including the administration of the "Emergency Assistance" fund, which is limited in scope and provides essential needs assistance directly to individuals who suffer from fire, flood, or other destruction of their home or personal possessions that are not covered by a primary resource.
- Further supports the Health and Social Services RSF by providing technical assistance, guidance and direction on BIA welfare assistance program

policies, implementation, and interpretation through social service workers within BIA.

- Supports the Housing RSF by leading DOI collaboration with FEMA and HUD to identify solutions and assist in the coordination of the economic housing needs of tribes during recovery efforts.

**b. Bureau of Land Management (BLM)**

BLM is responsible for managing and conserving the public lands for the use and enjoyment of present and future generations under a mandate of multiple-use and sustained yield. The BLM:

- Provides technical expertise in:
  - Wildfire risk and fuels management.
  - Wildlife and fisheries management.
  - Forest management.
  - Archaeological resources.
  - Rangeland management.
  - GIS.
  - Land records and management.
  - Remote camp operations.
- Provides flood expertise and response support.
- Partners with local, State, Tribal, Territorial, and Insular Area governments to conduct water resources scientific assessments and data collection activities on a cost share basis.
- Provides community assistance in the form of technical assistance to support community-led natural resource conservation and outdoor recreation projects.
- Provides reimbursable GIS/Global Positioning System (GPS) services to local, State, Tribal, Territorial, and Insular Area governments for the location of cultural resources.
- Provides technical assistance on stream restoration for stream function,

fisheries, and land protection.

- Provides technical assistance and web-based technical information on preservation of historic properties, archeological resources, and museum collections.
- Provides technical assistance to help State partners and others in natural resource recovery to rebuild recreational fishing, hunting, and ecotourism industries.
- Provides technical assistance to local communities on developing engineering specifications for large stream culverts that could withstand higher water while also enhancing fish passage.
- Provides technical assistance to stabilize and restore drastically-disturbed landscapes and damaged/highly-eroded watersheds.
- Provides expertise and support during and after floods to measure the extent, height, quantity, and quality of flood waters to better understand flood impacts.

**c. Bureau of Ocean Energy Management (BOEM)**

The BOEM is responsible for managing the nation's offshore resources in a balanced way that promotes efficient and environmentally responsible energy and mineral development through oil and gas leasing, renewable energy development, and marine mineral leasing--all of which are guided by rigorous, science-based environmental review and study. The BOEM:

- Provides maps of shipwreck locations.
- Provides trained economists to support the Economic RSF in carrying out their functions.
- Provides SMEs in disaster-impacted areas to assist with locations of offshore NCR assets and in conducting impact assessments on offshore NCR.
- Grants noncompetitive negotiated agreements for Federal sand, gravel, or shell resources on the Outer Continental Shelf for use in shore protection, beach restoration, or coastal wetlands restoration undertaken by local, State, Tribal, Territorial, or Insular Area governments.
- Provides SMEs with experience specific to offshore energy production and cultural and natural resources present.



**d. Bureau of Safety and Environmental Enforcement (BSEE)**

The BSEE is responsible for ensuring the nation's offshore resources are developed in a safe and environmentally sound manner, this includes oil and gas development, renewable energy, and mineral development. BSEE:

- Provides SMEs to a disaster impacted area to assist with identifying NCR locations and conducting impact assessments on offshore NCR assets.
- Provides SMEs with experience specific to offshore energy production and the cultural and natural resources present.
- Provides technical assistance for offshore oil spill response capabilities.
- Provides technical assistance in identifying the locations of offshore oil and gas facilities in the impacted area.

**e. National Park Service (NPS)**

The NPS preserves unimpaired, the NCR and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The NPS cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. The NPS:

- Provides technical expertise in:
  - Historic properties and National Landmarks.
  - Archaeological resources.
  - Museums and collections.
  - Parks and recreation planning (e.g., Rivers and Trails Conservation Program).
  - GIS.
  - Open space planning.
- Provides SMEs to:
  - Conduct damage assessments to cultural resources, including assessment of historic properties using a hand-held Rapid Damage Assessment tool, and provide related training to local cultural resource entities.

- Provide compliance assistance with the NHPA and related laws, including the Native American Graves Protection and Repatriation Act and the Sunken Military Craft Act.
- Provides community assistance in the form of technical assistance to support community-led natural resource conservation and outdoor recreation projects.
- Provides reimbursable GIS/GPS services to local, State, Tribal, Territorial, and Insular Area governments for the location of cultural resources.
- Provides technical assistance and web-based technical information on preservation of historic properties, archeological resources, and museum collections.
- Provides technical assistance to local communities on developing engineering specifications for large stream culverts that could withstand higher water while also enhancing fish passage.
- Provides Historic Preservation Fund grants to States to identify, evaluate, register, preserve, and protect historic properties.
- Provides technical information on participation in the Federal Historic Preservation Tax Incentives Program.
- Provides technical information and assistance in applying for and obtaining surplus federal lands as part of the Federal Lands to Parks Program.

**f. Office of Insular Affairs (OIA)**

The OIA has administrative responsibility for coordinating Federal policy in the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands as well as the responsibility to administer and oversee U.S. Federal assistance provided to the Freely Associated States of the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association. The OIA:

- Provides technical assistance to U.S. territory communities in obtaining possible sources of financial assistance, potentially from other entities, for eligible disaster recovery projects or programs.
- Provides information and technical assistance on Covenant Capital Improvement funds and other funding sources that could potentially address disaster impacts and hazard mitigation in U.S. territories such as the rebuilding of public infrastructure.

- Provides technical assistance in helping address policy issues related to NCR recovery for U.S. territories.
- Supports the CPCB, Economic, Health and Social Services, Infrastructure, and Housing RSFs; provides situational awareness; interpreters for language and culture; historical and technical advice; infrastructure damage assessment; assessment of financial systems in-place or recommendations to ensure accountability and reimbursement; coordination with military assistance, the non-profit sector, and non-governmental agencies; and assistance for unmet needs.
- Supports the Housing RSF, provides housing recovery coordination responsibilities relating to territorial and insular island communities.

**g. Office of Surface Mining Reclamation and Enforcement (OSMRE)**

The OSMRE is responsible for administering a nationwide program to protect society and the environment from the adverse effects of surface coal mining operations. Under the program, the OSMRE is charged with balancing the nation's need for continued domestic coal production with protection of the environment. The OSMRE:

- Provides incidental recovery assistance to State and Tribal grantees for problems caused by abandoned mines (e.g., if flooding caused a landslide from an abandoned mine that damaged public infrastructure such as roads or parks).
- Provides technical assistance to communities for mine-related problems during disaster recovery.
- Provides engineers, scientists and SMEs for recovery.

**h. U.S. Bureau of Reclamation (USBR)**

The USBR is the largest supplier and manager of water in 17 western States and is the nation's second largest provider of hydro-electric power. The USBR:

- Supports the Infrastructure RSF, provides water flow predictions, engineering support to assist in evaluating damage to water control systems such as dams, levees and water delivery facilities and structures.
- Supports the Infrastructure RSF, provides personnel to assist in damage assessment; structural inspections; debris clearance monitoring; restoration of facilities in general; and technical assistance in contract management; contracting, procurement, construction inspection, and environmental and archeological assessments.

**i. U.S. Fish and Wildlife Service (FWS)**

The FWS is responsible for the management of biological resources for the American public. The FWS helps ensure a healthy environment for people by providing opportunities for Americans to enjoy the outdoors and shared natural heritage. The FWS:

- Provides technical expertise in:
  - ESA, NEPA, and additional natural resource acts (e.g., Bald and Golden Eagle Protection Act, Coastal Barrier Resources Act, Fish and Wildlife Coordination Act, Marine Mammal Protection Act, and Migratory Bird Treaty Act).
  - Migratory birds and their habitat.
  - National Wildlife Refuges and associated lands, such as Waterfowl Production Areas.
  - Fisheries habitat and fish passage.
  - Recovery of fish, wildlife, and plant species as well as their habitats.
  - Archeological resources.
  - GIS.
- Provides technical assistance for:
  - Protection of fish, wildlife, and plant species and their habitats, both in pre-disaster planning activities and post-disaster recovery.
  - Restoration and recovery of wildlife habitats, including upland, wetland, riparian, and stream habitats to achieve their full original function and support of native fish, wildlife, and plant species.
  - Compliance, implementation, and permitting issues under FWS-administered natural resource laws regarding proposed activities.
- Provides ESA Section 7 consultation under its authority to ensure that recovery actions do not jeopardize the continued existence of any listed species or adversely modify designated critical habitats.

**j. U.S. Geological Survey (USGS)**

The USGS provides reliable scientific information to describe and understand the earth; minimize loss of life and property from natural disasters; manage water, biological, energy, and mineral resources; and enhance and protect the nation's quality of life. The USGS:

- Provides technical expertise in:
  - Hydrological and sea level information.
  - Water flow measurements.
  - Water quality monitoring.
  - Landslide assessments.
  - Coastal and marine science.
  - GIS.
  - Seismic monitoring for earthquakes and volcanoes.
  - Remote sensing.
  - Hazard and Risk Assessment.
  - Geospatial products.
- Provides information and subject matter expertise on natural hazards (i.e., floods, earthquakes, and volcanic eruptions).
- Works during and after floods to measure the extent, height, quantity, and quality of flood waters to help better understand flood impacts.
- Partners with local, State Tribal, Territorial, and Insular Area governments to conduct water resources scientific assessments and data collection activities on a cost share basis.
- Provides data and interpretation to local, State, Tribal, Territorial, and Insular Area communities to raise awareness of hazards and threats, including improved awareness of aftershocks and consequences, and landslide potential.

### **3. Environmental Protection Agency**

The EPA is responsible for the protection of human health and the environment. The EPA:

- Provides technical assistance to support recovery planning of public health and infrastructure, such as waste water treatment plants.
- Provides technical assistance for long-term cleanup to minimize public health threats, including: environmental sampling and monitoring, site assessment, decontamination, and disposal.
- Provides environmental surveillance.

### **D. Supporting Organizations**

There are currently 15 Supporting Organizations for NCR, which are identified below. Responsibilities and assistance provided by Supporting Organizations are defined and accomplished under an MA, Reimbursable Service Agreement, IAA, or other funding mechanism subject to resource availability.

**Pre-disaster.** NCR RSF Supporting Organizations work through their respective steady-state programs, in accordance with their statutory authorities, to support the development of strategies, plans, and activities to address recovery issues for NCR.

**Post-disaster.** NCR RSF Supporting Organizations provide technical assistance to the NCR RSF Coordinating Agency and Primary Agencies to inform and support the development and implementation of NCR RSF-specific missions.

#### **1. Advisory Council on Historic Preservation (ACHP)**

The ACHP promotes the preservation, enhancement, and sustainable use of our nation's diverse historic resources and advises the President and Congress on national historic preservation policy. The ACHP:

- Performs outreach to stakeholders regarding proposed mitigation for disasters affecting historic properties.
- Develops program alternatives to expedite Federal agencies' compliance with NHPA Section 106.
- Provides policy advice regarding historic preservation focused on the nature of the disaster.
- Trains and educates agencies and other stakeholders regarding historic preservation reviews.

- Collaborates with agencies on coordination and integration of the NEPA and NHPA into recovery initiatives or projects.

## **2. Army Corps of Engineers (USACE)**

The USACE delivers vital public and military engineering services; partnering in peace and war to strengthen the nation's security, energize the economy, and reduce risks from disasters. The USACE:

- Provides archaeological, heritage assets, material culture (including records), and perishable data assessments.
- Provides Tribal consultations and coordination with other Federal agencies on the Native American Graves Protection and Repatriation Act.
- Provides a range of archaeological, heritage assets management, data and archival management, and field forensic services.
- Provides archaeological curation and collections management.
- Provides permitting for Clean Water Act Section 404 and Rivers and Harbors Act Section 10 actions.
- Provides beach nourishment and dune reconstruction.

## **3. Corporation for National and Community Service (CNCS)**

The CNCS improves lives, strengthens communities, and fosters civic engagement through service and volunteering. The CNCS:

- Provides trained national service members to support communities' most pressing needs including disaster recovery through National Service programs such as AmeriCorps and Senior Corps.
- Facilitates and leverages volunteer engagement for disaster recovery by working closely with CNCS State Offices, State Service Commissions, National Voluntary Organizations Active in Disaster, and other local, State, Tribal, Territorial, and Insular Area partners to provide National Service members and resources in a myriad of recovery functions and to identify and leverage current programmatic support.
- Engages in recovery functions such as: case management intake, direct physical labor, volunteer management and leadership and capacity building for local, State, Tribal, Territorial, and Insular Area governments and NGOs.
- Provides technical assistance to facilitate sharing of best practices among State Service Commissions, grantees, and communities to address specific

regional/local needs during preparedness, response, and long-term recovery.

#### **4. Council on Environmental Quality (CEQ)**

The CEQ promotes the well-being of the nation, for both current and future generations, by curbing the carbon pollution that is driving climate change and threatening our children's health, promoting clean energy and energy security, protecting pristine places and natural resources that shape the nation's identity and fuel the economy, and leading by example at the Federal level. The CEQ:

- Provides assistance at the national level on issues involving NEPA reviews for recovery planning.
- Provides assistance in coordinating planning for the long-term recovery of NCR.
- Provides emergency alternative arrangements for short-term recovery efforts that are not exempted from NEPA review under the Stafford Act or other statutes.

#### **5. Delta Regional Authority (DRA)**

The DRA is composed of representatives from the eight-State Delta Region: Mississippi, Alabama, Arkansas, Illinois, Kentucky, Louisiana, Missouri, and Tennessee. The DRA works to improve regional economic opportunity by helping create jobs, build communities, and improve the lives of the 10 million people who reside in the 252 counties and parishes of the Delta region. This includes counties in the Mississippi Delta Area of the States involved in the DRA. The DRA:

- Maintains relationships with the key players at the State and local level and regularly partners with them on various initiatives to sustain cultural resources.
- Plays a major role in festival and cultural events development and museum and cultural venue sponsorship.

#### **6. Department of Agriculture (USDA)**

The USDA provides leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on sound public policy, the best available science, and efficient management. The USDA supports NCR recovery through a number of its agencies including the U.S. Forest Service, Natural Resources Conservation Service, and Animal and Plant Health Inspection Service. The USDA:

- Administers programs for applying sound conservation and utilization practices to natural resources of the national forests and national grasslands, promoting



these practices on all forest lands through cooperation with States and private landowners, and carrying out extensive forest and range research.

- Protects and promotes U.S. agricultural health, administering the Animal Welfare Act, and carrying out wildlife damage management activities.
- Provides Federal leadership and expertise to resolve wildlife conflicts to allow people and wildlife to coexist. Conducts program delivery, research, and other activities through its Regional and State offices, the National Wildlife Research Center, and Field Stations as well as through its National Programs.
- Provides technical advice, information, and other assistance to help prevent or minimize injury to, and to restore or stabilize, natural resources, including plant materials propagation; soil surveys; drought preparedness and mitigation; critical habitat, including environmentally sensitive and culturally significant areas; watershed survey, planning, protection, and rehabilitation; and reforestation and other erosion control.
- Provides technical advice on outbreaks of animal/zoonotic disease, plant pest infestation, and eradication or decontamination strategies that may impact NCR.
- Monitors, assesses, and provides damage assessment data and information on physical damage to USDA-financed natural and cultural resource infrastructure and projects.
- Assists, supports, and coordinates Federal NCR recovery planning and development.
- Identifies opportunities and partners to support research, education, and extension programs in the Land-Grant and other University systems, and other partner organizations for agriculture-related NCR recovery.
- Works with private landowners, NGOs, local, State, Tribal, Territorial, and Insular Area governments, to help them conserve, maintain, and improve their natural resources, emphasizing voluntary, science-based conservation, technical assistance, partnerships, incentive-based programs, and cooperative problem solving the community level.
- Provides technical assistance and assists in accessing funding to support recovery of NCR infrastructure, such as water and waste water treatment plants in rural areas.
- Provides assistance to landowners with wildlife habitat management issues.

- Provides technical assistance to facilitate recovery of USDA-regulated natural and cultural resources (e.g., zoos, aquariums, and other exhibits).
- Facilitates Multi-Agency Coordination of whole community resources to support recovery activities at USDA- regulated natural and cultural resources through the Association of Zoos and Aquariums and the Zoos and Aquarium All-Hazards Preparedness, Response, and Recovery Fusion Center.
- Provides technical advice, information, and other assistance to help prevent or minimize injury to, and to restore or stabilize, natural resources, including plant materials propagation; soil surveys; drought preparedness and mitigation; critical habitat, including environmentally-sensitive and culturally-significant areas; watershed survey, planning, protection, and rehabilitation; and reforestation and other erosion control.
- Provides wildlife assessment, capture, hazing, and rehabilitation.

## **7. Department of Commerce (DOC)**

The DOC creates the conditions for economic growth and opportunity. The DOC National Oceanographic and Atmospheric Administration and two sub-agencies support NCR recovery and enrich life through science. The DOC responsibilities extend from the surface of the sun to the depths of the ocean floor to keep citizens informed of the changing environment around them. The DOC agencies and their support are:

### **i. National Oceanographic and Atmospheric Administration (NOAA)**

The NOAA provides daily weather forecasts, severe storm warnings, and climate monitoring to fisheries management, coastal restoration, and marine commerce. The NOAA's dedicated scientists use cutting-edge research and high-tech instrumentation to provide citizens, planners, emergency managers, and other decision makers with reliable information.

#### **(a) National Weather Service (NWS)**

The NWS provides weather, water, and climate data and forecasts and warnings for the protection of life and property and enhancements of the national economy.

#### **(b) National Marine Fisheries Service (NMFS)**

The NMFS is responsible for stewardship of the nation's ocean resources and their habitat. The NMFS provides vital services for productive and sustainable fisheries, safe sources of seafood, recovery and conservation of protected resources, and healthy ecosystems, all backed by sound science and an ecosystem-based approach to management. The NMFS:

- Provides technical and subject matter expertise in assessing impacts on NCR, including provision of data, tools, and information for assessing hazard-specific vulnerabilities and impacts (e.g., hurricanes, tsunamis, coastal inundation, drought, and oils spills) as well as evaluating specific types of disaster impacts to fisheries, marine infrastructure, and coastlines.
- Provides technical assistance and subject matter expertise regarding program eligibility, application processes, and project requirements.
- Provides technical assistance or other resources to tribes, States, or localities in obtaining possible sources of financial assistance, including financial assistance from other entities, for eligible disaster recovery projects or programs.
- Provides information, training, technical assistance, and program support to help communities apply green infrastructure and natural resources suitability, conservation, and restoration strategies for increased resilience.
- Provides rapid response research grants to assess ecosystem and community impacts.
- Facilitates community meetings by ensuring appropriate scientific information is available.
- Identifies and connects key relevant resources to help meet priority NCR recovery needs.
- Provides ESA Section 7 consultation under its authority to ensure that recovery actions do not jeopardize the continued existence of any listed species or adversely modify designated critical habitats.
- Provides consultation under the Magnuson-Stevenson Fishery Conservation Act and the Marine Mammal Protection Act.

**8. Department of Homeland Security, National Protection and Programs Directorate (NPPD)**

The NPPD strives to provide a safe, secure, and resilient infrastructure where the American way of life may thrive. The NPPD leads the national effort to protect and enhance the resilience of the nation's physical and cyber infrastructure. The NPPD:

- Provides a coordinating function with the private sector across the 16 infrastructure sectors.
- Oversees the Chemical Facilities Anti-Terrorism Standards and has chemical information and regionally-based inspectors.

## **9. General Services Administration (GSA)**

The GSA delivers the best value in real estate, acquisition, and technology services to government partners and the American people. The GSA:

- Provides subject matter expertise for properties listed on the National Register of Historic Places, which have been impacted by a natural disaster or other emergency.
- Facilitates leasing support as requested.

## **10. Heritage Emergency National Task Force (HENTF)**

The HENTF is a partnership of 42 national service organizations and Federal agencies created to protect the nation's cultural heritage from the damaging effects of natural disasters and other emergencies. The task force is co-sponsored by the Smithsonian Institution and FEMA. The HENTF:

- Facilitates the identification of organizations and individuals that can provide impact-assessment assistance to cultural heritage institutions.
- Facilitates the identification of SMEs for cultural resources and historic properties.
- Facilitates the identification of possible sources of public and private financial assistance to tribes, States, or localities for eligible cultural resource recovery projects or programs.
- Leverages opportunities to encourage local, regional, State, and Tribal governments and institutions to develop emergency management plans that integrate NCR issues.
- Facilitates the coordination and communication with local stakeholders to help ensure integration of NCR.
- Directs Tribes, States, and localities to online resources and tools that can be used to initiate hazard mitigation by cultural institutions and for historic properties.

## **11. Institute for Museum and Library Services (IMLS)**

The IMLS inspires libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement. The IMLS provides leadership through research, policy development, and grant making. The IMLS:

- Coordinates technical assistance and subject matter expertise in the treatment of objects and records associated with historical, cultural, and natural heritage.

- Coordinates technical assistance and subject matter expertise through library networks and State library agencies to aid impacted areas in e-government interactions.
- Provides information about geographic locations, services, and staffing of the nation's libraries and museums to facilitate the deployment of local, expert teams to care for special material.

## **12. Library of Congress (LOC)**

The LOC is the nation's oldest Federal cultural institution and serves as the research arm of Congress. It is also the largest library in the world with millions of books, recordings, photographs, maps and manuscripts in its collections. The LOC's mission is to support Congress in fulfilling its constitutional duties and further the progress of knowledge and creativity for the benefit of the American people. The LOC:

- Helps identify agencies, organizations, and individuals that can assess the impact of a disaster on cultural institutions and cultural resources.
- Provides expert advice and online guidance on recovery services, options, and protocols for damaged books, printed materials, manuscripts, photographs, and other select cultural resources.
- Provides expert advice and information on mitigation measures to reduce or prevent the future loss of cultural resources.

## **13. National Archives and Records Administration (NARA)**

The NARA drives openness, cultivates public participation, and strengthens our nation's democracy through public access to high-value government records. Public access to government records strengthens democracy by allowing Americans to claim their rights of citizenship, hold their government accountable, and understand their history so they can participate more effectively in their government. The NARA:

- Helps identify agencies, organizations, and individuals that can assess the impact of a disaster on cultural institutions.
- Provides expert advice and online guidance on recovery services, options, and protocols for damaged textual, photographic, electronic, and other records.
- Provides expert advice and information on mitigation measures to reduce or prevent the future loss of historical records.
- May provide, through the National Historical Publications and Records Commission, modest grants to support projects and training that facilitate the use and long-term preservation of historical records held by archives and other repositories.

#### **14. National Endowment for the Arts (NEA)**

The NEA funds, promotes, and strengthens the creative capacity of the nation's communities by providing all Americans with diverse opportunities for arts participation. The NEA:

- Provides guidance on disaster aid for cultural institutions.
- Supports the Craft Emergency Relief Fund and provides guidance to arts and cultural organizations to develop business continuity plans.
- Works with partner State and local arts entities to develop plans to assist impacted arts organizations for projects ranging from documentation of lost artistic equipment and supplies to programming and implementing community-wide memorials.

#### **15. National Endowment for the Humanities (NEH)**

The NEH serves and strengthens the nation by promoting excellence in the humanities and conveying the lessons of history to all Americans. The NEH accomplishes this mission by awarding grants for top-rated proposals examined by panels of independent, external reviewers. The NEH:

- In cases of national emergencies, creates a large-scale initiative to offer broad support to cultural heritage institutions for salvage and recovery of collections.
- Supports training through grants from the Preservation and Access Education and Training program for workshops and the creation of resources to aid emergency preparedness and response.
- Provides support through its Preservation Assistance Grants for Smaller Institutions for expert consultation in emergency preparedness.
- Shares information on disasters affecting cultural institutions with other members of HENTF.

### **E. NCR RSF Field Coordinator**

At the request of the FDRC, the NCR RSF National Coordinator appoints a NCR RSF Field Coordinator for each JFO or other operations center, as appropriate. The NCR RSF Field Coordinator serves as the Federal lead for all NCR RSF-related matters in the field. This support may be provided remotely. The NCR RSF Field Coordinator maintains regular internal coordination/communication related to NCR RSF initiatives at the field, regional, and national levels and helps ensure that work in the disaster-impacted area is consistent with the strategic objectives shared by the FDRC. The NCR RSF Field Coordinator also communicates frequently with the NCR RSF

National Coordinator and provides regular updates/status reports on support needs, MA work progress, and expenditures.

The NCR RSF Field Coordinator position is primarily staffed by the DOI in its role as the NCR RSF Coordinating Agency. Depending on the needs of the disaster operation and following consultation with the NCR RSF National Coordinator, the position may be staffed by an NCR RSF Primary Agency or, in some cases, by an NCR RSF Supporting Organization.

Depending on the scale and magnitude of the disaster, the NCR RSF National Coordinator may appoint multiple NCR RSF Field Coordinators at the request of the FDRC. Multiple NCR RSF Field Coordinators are most likely to be appointed when a Presidentially-declared disaster:

- Encompasses a large geographic area within a State,
- Extends across multiple States,
- Extends across Federal regions, or
- Requires mission area/specific task forces for enhanced coordination.

NCR RSF Field Coordinator responsibilities include, but are not limited to:

### **1. Field Coordination**

- Managing staff assigned to the disaster by the NCR RSF Coordinating Agency, Primary Agencies, and/or Supporting Organizations to assist the NCR RSF actions in the field.
- Identifying NCR RSF Primary Agencies and Supporting Organizations needed to support NCR RSF field operations, in coordination with the NCR RSF National Coordinator.
- Identifying SMEs needed for specific recovery assistance.
- Reviewing and advising the FCO/FDRC on all State, Tribal, Territorial, or Insular Area requests for NCR RSF-related MAs and ensuring coordination through DOI as the Coordinating Agency.
- Working with the Response staffs that are coordinating with ESF #4, #10, and #11 field teams, personnel, or assets, if they are present at the JFO or deployed in the field.
- Coordinating with and debriefing the DOI NCR RSF National Coordinator and appropriate DOI OEPC REO(s).

- Coordinating with the other RSF Field Coordinators to maintain situational awareness and address cross-cutting NCR issues in long-term recovery planning efforts.
- Coordinating with other NCR RSF Field Coordinators from other locations or JFOs.
- Participating in JFO Operations briefs, Command Staff meetings, and teleconferences.
- Coordinating with the FEMA UFR Advisor to identify potential/actual regulatory issues and joint information needs and to assist with the UFR as necessary.
- Coordinating with the FEMA Mitigation Advisor to identify potential mitigation opportunities (e.g., erosion control, structural, design, easements).
- Coordinating with FEMA PA staff to address potential public projects.
- Coordinating with FEMA Individual Assistance staff to maintain situational awareness of potential NCR projects.
- Coordinating with FEMA Tribal Liaisons on NCR recovery needs of disaster-impacted Tribes.
- Engaging FEMA's Disability Integration Specialist to help ensure that the needs of at-risk individuals and individuals with access and functional needs are incorporated into NCR recovery planning.
- Coordinating with local, Federal, State, Tribal, Territorial, and Insular Area partners on the development and dissemination of disaster-related NCR messages.
- Developing or directing the development of NCR RSF field reports for JFO leadership (e.g., the FCO and/or the FDRC) and the NCR RSF National Coordinator.

## **2. Mission Scoping Assessment Report Development**

- Conducting MSA in partnership with State, Tribal, Territorial, or Insular Area counterparts and relevant NCR RSF Primary Agencies and Supporting Organizations to identify unmet disaster recovery needs that warrant continued recovery support through the NCR RSF.



- Developing the NCR RSF MSA report or the NCR RSF content for an overarching MSA report that includes the other RSFs.
- Reviewing MSA reports developed by the other RSFs to identify cross-cutting issues in other RSFs with implications for NCR RSF.

### **3. Recovery Support Strategy Report Development and Implementation**

- Developing NCR RSF content for the RSS report.
- Establishing NCR RSF mission-specific task forces to address issues identified in the NCR RSF MSA report in support of the local, State, Tribal, Territorial, and Insular Area governments' recovery priorities.
- Integrating regional DOI Components and NCR RSF Primary Agencies and Supporting Organizations into the development of strategies to address issues identified in the NCR RSF MSA report.
- Coordinating with other RSFs to identify and address cross-cutting issues.
- Participating in NCR-related disaster recovery task forces led by local, State, Tribal, Territorial, or Insular Area governments.
- Establishing NCR RSF task forces, as needed, to achieve NCR objectives identified in the RSS report in support of local, State, Tribal, Territorial, and Insular Area recovery priorities.
- Developing and implementing a plan to transition from Federal NCR recovery operations back to a steady-state, which includes integrating regional DOI Components and other Federal partners into development of strategies to address issues identified in the RSS report.

### **4. Unified Federal Review (UFR) Support**

- Supporting the UFR Advisor's identification and resolution of UFR-related needs during disasters for which the NCR RSF is activated.
- Utilizing the UFR's EHP Disaster Recovery Skills Checklist to identify trained and qualified NCR RSF Primary Agency and Supporting Organizations' staff available to support the UFR.
- Note: Specific responsibilities of DOI and other RSF members are identified in the *Memorandum of Understanding Establishing the Unified Federal Environmental and Historic Preservation Review Process for Disaster Recovery Projects*. Additional information may be found in FEMA's: *Unified Federal Review – Guidance for Environmental and Historic Preservation Practitioners*.

## **5. Documenting and Reporting**

- Reporting on NCR RSF field activities, challenges, and progress to the NCR RSF National Coordinator.
- Developing and/or directing the development of all NCR RSF disaster-specific reports.
- Documenting issues, challenges, and successes as they arise.
- Developing an After Action Report (AAR) including lessons learned, best practices that are used to inform preparedness and planning activities that may mitigate future NCR impacts, improve training, and provide exercise injects.

## **F. Key Field Positions in the JFO**

In the JFO, the NCR RSF Field Coordinator works closely with the following FEMA, State, Tribal, and other recovery leadership and entities:

### **1. Federal Coordinating Officer (FCO)**

The FCO is the senior FEMA official specifically appointed to coordinate Federal support in the response to and recovery from emergencies and major disasters. The FCO executes Stafford Act authorities, including commitment of FEMA resources and the tasking of MAs to Federal departments or agencies. The FCO is the primary Federal representative for Stafford Act events with whom the State/Tribal/Territorial Coordinating Officer and other local, State, Tribal, Territorial, and Insular Area response officials interface to determine the most urgent needs and set objectives for an effective response.

### **2. Federal Disaster Recovery Coordinator (FDRC)**

The FDRC functions as a deputy to the FCO to coordinate Federal recovery efforts on the FCO's behalf. The FEMA Administrator and Regional Administrators may delegate to the FDRC any or all authorities typically delegated to an FCO, including the authority to coordinate disaster recovery, direct Federal agencies to utilize their authorities and resources in support of State and local recovery efforts, and issue MAs and sign IAAs.

### **3. Federal Disaster Recovery Officer (FDRO)**

The FDRO functions as a deputy to the FDRC and provides general operational support in executing the disaster recovery mission, coordinating assessment processes, and assisting in the development and implementation of the RSS report. Depending on the scale and magnitude of the disaster, an FDRO may or may not be designated.

#### **4. Hazard Mitigation Advisor**

Upon their activation, the FDRC deploys a Hazard Mitigation Advisor. The role of the Hazard Mitigation Advisor is to work across RSFs to provide technical assistance to the FDRC and RSF Field Coordinators on the integration of mitigation strategies, data, and initiatives underway from pre-disaster efforts to inform long-term recovery planning.

#### **5. RSF Field Coordinators**

Depending on the needs of the disaster, the FCO or FDRC may activate and deploy Field Coordinators for any or all of the other five RSFs including those for Community Planning and Capacity Building, Economic, Health and Social Services, Housing and Infrastructure Systems. These positions are typically staffed by the respective RSF Coordinating Agency. The NCR RSF Field Coordinator helps ensure ongoing inter-RSF coordination with other RSF Field Coordinators to identify inter-RSF strategies to address cross-sector issues that impact NCH.

#### **6. Recovery Coordination Group**

The Recovery Coordination Group, which is staffed by FEMA personnel, is primarily tasked with facilitating inter-RSF coordination at the JFO to ensure that each RSF has awareness of cross-cutting issues and challenges. The FDRC may assign staff from this group to provide administrative support to the NCR RSF Field Coordinator.

#### **7. State Disaster Recovery Coordinator (SDRC); Tribal Disaster Recovery Coordinator (TDRC); Local Disaster Recovery Manager (LDRM)**

The LDRM, SDRC, and TDRC organize, coordinate, and advance recovery at their respective local, State, Tribal, Territorial, or Insular Area level. Their primary role is to manage and coordinate the redevelopment and building of the community.

#### **8. FEMA Tribal Liaison**

FEMA Tribal liaisons are the first resource and POC for Tribal governments that have questions or require technical assistance on FEMA programs. To acknowledge and honor the sovereignty of Tribal Nations, FEMA conducts regular and meaningful consultation and collaboration with federally recognized Tribes to ensure that FEMA policies and programs address Tribal needs.

#### **9. FEMA Program Liaisons**

If established by the FDRC, FEMA Program liaisons (e.g., liaisons to FEMA Public Assistance) are integrated into NCR RSF field activities to ensure coordination of NCR recovery issues with FEMA programmatic operations. FEMA may designate a liaison to work with the NCR RSF.

#### **10. Unified Federal Review (UFR) Advisor**

The UFR Advisor serves as a liaison and coordinator between and among disaster recovery agencies in the field and helps identify opportunities to expedite EHP compliance and promote a consistent disaster recovery across participating entities. The UFR Advisor is automatically assigned when the FDRC is appointed.

#### **11. Environmental and Historic Preservation (EHP) Advisor**

The EHP Advisor is responsible for compliance with Federal EHP laws and Executive Orders that provide the basis and direction for implementation of Federal EHP review requirements for FEMA-funded projects.

FEMA may establish additional field positions based on the needs of the disaster recovery operation. Refer to the Recovery FIOP for additional detail.

#### **12. Public Assistance**

The PA Program is managed at the JFO by the PA Group Supervisor. The PA Group Supervisor advises the FCO on all PA Program matters, manages the operation of PA Program staff and any coordination between the PA Program and other arms of the Federal disaster recovery effort, works with State counterparts, and ensures that the PA Program is operating in compliance with all laws, regulations, and policies.

#### **13. External Affairs Officer (EA)**

The External Affairs Officer works to ensure that accurate, actionable information is shared with all external recovery stakeholders, including: the general public and media; local, State, Tribal, Territorial, and Insular Area partners; the private sector; NGOs and associations; and members of Congress and their staff. NCR RSF communications with Congress, State legislators, and the media should be coordinated through External Affairs Officer.

#### **14. Disability Integration Advisor (DIA)**

The Disability Integration Advisor encourages emergency management practices throughout every step of the disaster cycle to include people with disabilities and others with access and functional needs, especially, but not limited to, compliance with the Americans with Disabilities Act. They provide guidance, tools, and strategies that integrate and coordinate with response and recovery coordinators and the whole community. They assist with seminars, webinars, information sheets, and public meetings to ensure access to all.

FEMA may establish additional field positions based on the needs of the disaster recovery operation. Refer to the Recovery FIOP for additional information.

## G. Key NCR RSF Operational Stages

In accordance with the NDRF’s Recovery FIOP, NCR RSF field support operations are structured around six key operational stages to help ensure that recovery stakeholders at all levels have a shared understanding of the sequence and synchronization of activities around which they can operate. The stages listed below provide the flexibility necessary to address the unique recovery challenges of each disaster while also providing Federal recovery support in a consistent, timely, and efficient manner:

1. Monitoring and Situational Awareness
2. Advance Evaluation
3. FDRC and RSF Activation/Deployment
4. RSS Report Development
5. RSS Report Implementation
6. Transition and Return to Steady-State Operations.

These stages are shown schematically in Figure 3 and are described in more detail below.

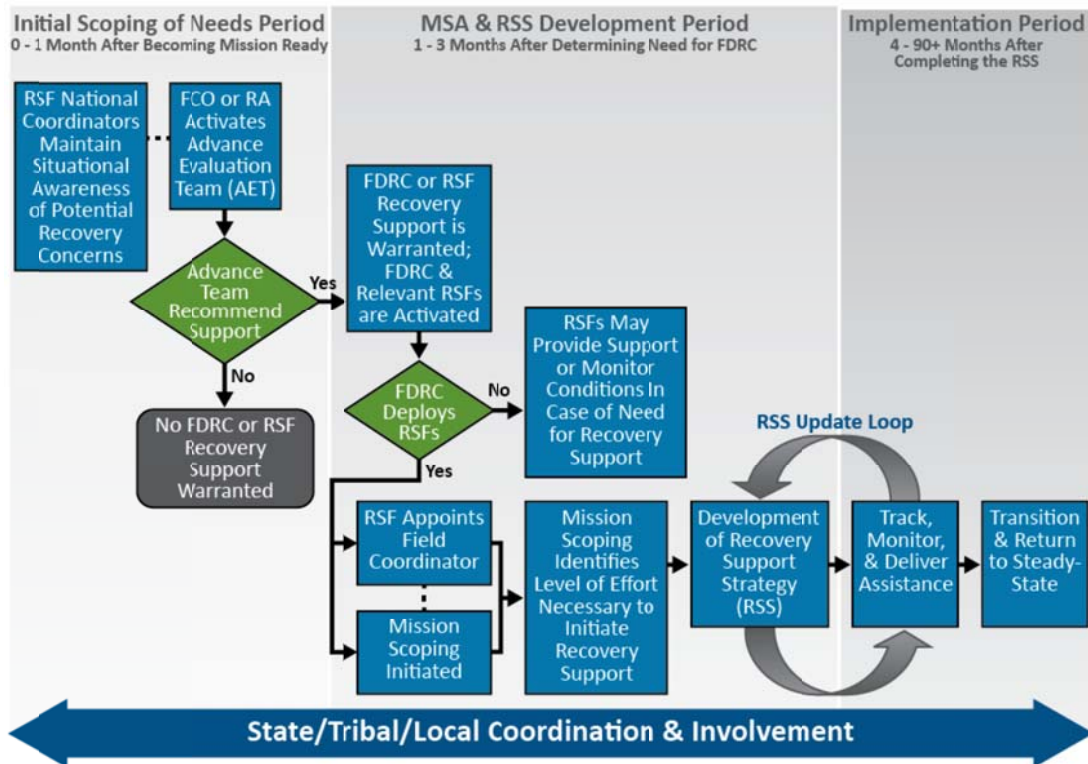


Figure 3 – Disaster Recovery Operational Flow

## 1. Monitoring and Situational Awareness

The objective of the Monitoring and Situational Awareness stage is to understand the current conditions at the disaster, identify anticipated changes, and determine any potential impacts to NCR and other RSFs needing recovery actions. Activities in this stage focus on gathering and sharing information.

Beginning during this stage and continuing throughout the recovery process, the NCR RSF National Coordinator focuses on two overarching challenges to NCR RSF recovery operations:

- Coordinating with response activities to protect vulnerable NCR to help ensure these issues get addressed as early as possible during the recovery operation.
- Determining the extent and characteristics of any hazardous material contamination and who bears responsibility for any additional response or recovery actions and by what means.

During this stage, the NCR RSF National Coordinator obtains and shares information about disaster impacts to NCR with the NCR RSF recovery network. The NCR RSF National Coordinator collects information in many ways, including:

- **Daily FEMA call:** Immediately after a disaster occurs, FEMA's National Disaster Recovery Planning Division staffs a Recovery Planner position at the National Response Coordination Center. The Recovery Planner convenes a daily situational awareness conference call with all RSF National Coordinators and the Interagency POCs from key Primary Agencies, as necessary. The purpose of these meetings is to help ensure that the members of the recovery leadership are aware of ongoing response activities.
- **Communication with DOI Components:** The NCR RSF National Coordinator contacts the OEPC REO(s) in the disaster-affected regions including any DOI ESG-identified DOI Components and/or regional DOI Component POCs. OEPC REOs are responsible for contacting individuals in their networks to gather information about the current disaster and to convey the information to the NCR RSF National Coordinator.
- **DOI Operations Center Report:** The DOI Operations Center Report summarizes information from news sources as well as other departments, agencies, and DOI Components. The report is released daily during the work week. The DOI Operations Center may also release Emergency Incident Spot Reports on weekends as necessary.
- **RSF Partner Organizations:** The NCR RSF National Coordinator contacts the POCs for the NCR RSF Supporting Organizations. The POCs convey the

information from their own organization as well as information they have gathered from their contact networks.

- **Communication with Response ESFs:** The NCR RSF National Coordinator communicates with the ESF #11 NCH National Coordinator, ESF #10 DOI Coordinator, and other ESF Coordinators and personnel, as appropriate. The ESF Coordinators participate in the daily FEMA call throughout the response phase.

The NCR RSF National Coordinator shares the information received with the FEMA Recovery Planner and other RSF Coordinators during the daily conference call.

The NCR RSF National Coordinator completes an Emergency Incident Spot Report Form with information currently available. The NCR RSF National Coordinator sends the form to the DOI Operations Center for inclusion in the daily situation report assembled by the DOI Office of Emergency Management. The NCR RSF National Coordinator forwards updated Emergency Incident Spot Reports to the Operations Center and other interested parties as the situation warrants.

## **2. Advance Evaluation**

The objective of this stage is to help the FEMA FCO determine whether recovery operation/FDRC activation is necessary. This stage may occur at the same time as the Stage 1 - Monitoring and Situational Awareness.

The FEMA-staffed Advance Evaluation Team (AET) gathers information from many sources, including response teams in the field. Upon request, the NCR RSF National Coordinator provides the AET with NCR RSF SMEs as needed to help assess NCR-specific recovery needs.

The AET prepares situation reports based on gathered information; the reports are provided to the FCO. The AET report identifies which of the six RSFs should be activated. If the AET determines the need for a Federal recovery effort and the FEMA FCO agrees, FEMA subsequently appoints a disaster-specific FDRC to lead the recovery effort.

If the NCR RSF is not activated, the FDRC consults the NCR RSF National Coordinator as needed.

## **3. FDRC and RSF Activation/Deployment**

If the AET recommends that the NCR RSF be activated, the FDRC contacts the NCR RSF National Coordinator. The NCR RSF National Coordinator then convenes the NCR RSF Primary Agencies and the DOI ESG to notify them of the imminent NCR RSF activation.

**a. Activating the NCR RSF**

The FDRC can activate and deploy the NCR RSF in three ways:

- By issuing an MA.
- Through an IAA or Memorandum of Understanding (MOU).
- Through a non-Stafford Act authority, such as post wildland fire Burn Area Emergency Response programs or post hurricane private wetlands restoration projects.

The NCR RSF is typically activated through an MA. The MA-development process is described below. The IAA development and funding processes are situation-specific when recovery support is needed beyond one year. Partner-specific MOUs may be developed to outline how work is to be accomplished citing agency program authorities and potential funding sources. In general, funds transfer through IAAs or other funding MA-like documents, while MOUs do not transfer funds.

**b. Developing Mission Assignments**

An MA is a work order issued by FEMA to another Federal agency directing completion of a specific task. The first stage of the MA development process is to establish a statement of work (SOW) and period of performance. The SOW is a brief document that describes the tasks that need to be accomplished and a cost-to-completion estimate. Generally, the FDRC sends a draft SOW to the NCR RSF National Coordinator for review and input. The NCR RSF National Coordinator then consults with the NCR RSF Primary Agencies and Supporting Organizations and works with the FDRC on any SOW modifications.

After receiving this input, the NCR RSF National Coordinator works with the FDRC or the entity that has requested NCR support to develop a second draft MA to further define the level of effort and cost estimate. Resource needs include those necessary to accomplish the disaster recovery mission and support execution of the mission requirements, including financial and administrative support and management oversight.

The FDRC and NCR RSF National Coordinator then create the final draft MA based on the SOW and establish a period of performance. Pre-scripted MAs are used as the starting point for MAs where possible. In general, MAs are developed through discussion with FEMA and local, State, Tribal, Territorial, or Insular Area governments regarding the specific NCR RSF support needed.

The MA includes the following components:

- The SOW, including the performance period and a budget estimate (which includes direct and indirect costs) that serves as the funding ceiling basis.



- The number of individuals needed to perform the SOW and, if appropriate, their qualifications and expertise.
- Anticipated hours of work each week.
- Beginning and end dates of the recovery operation specified in the SOW.
- Equipment needs or other required logistic support.

The MA specifies whether activated NCR RSF personnel deploy and travel to, and work at, the JFO to support recovery operations on-site, or whether they are activated and work from their regular duty stations or home bases without travel and deployment. The MA may also include a provision for an NCR RSF Field Coordinator at the JFO (when a JFO is established), and allow for performance of duties from the home duty station without deployment to the JFO or disaster location.

Under an MA, personnel are generally reimbursed only for overtime, travel, and approved supplies and not their regular “base-eight” (hours per day salary). There are situations where trust funded, revolving fund funded, contract, non-appropriated, fee-for-service, project funded, or other special funding sourced employees may receive base-eight salary as determined by agency budget offices and legal counsel.

When the draft MA is complete, the FDRC submits it to FEMA for approval. FEMA generally returns a final signed MA within two weeks after the draft is submitted. The final signed MA specifies the approved total amount of FEMA funding, which is known as the fund ceiling.

#### **c. Issuing the Mission Assessment**

Once the draft MA is developed, the NCR RSF National Coordinator convenes a conference call to notify the NCR RSF Primary Agency and Supporting Organization POCs. The National NCR RSF Coordinator discusses the MA requirements with them and puts out an initial request for staffing support.

Prior to FEMA signing the MA, the National NCR RSF Coordinator notifies the DOI Component ESG members and the NCR RSF Primary Agencies and Supporting Organizations and conducts a teleconference to discuss the MA requirements and request staffing support. These meetings occur before receiving the signed MA, so the NCR RSF National Coordinator can begin identifying people to staff the MA as soon as possible. However, no NCR RSF personnel are activated or deployed until the NCR RSF National Coordinator receives the signed MA with fund ceiling information.

#### **d. Appointing an NCR RSF Field Coordinator**

The NCR RSF National Coordinator identifies an NCR RSF Field Coordinator through discussions with the NCR RSF members, DOI OEPC Director’s Office, and DOI ESG. The NCR RSF Field Coordinator needs to be knowledgeable about the DOI

Components and NCR RSF Primary Agencies and Supporting Organizations, especially regarding the capabilities and limitations of their programs. Preferably, the NCR RSF Field Coordinator is a DOI employee, since DOI is the Coordinating Agency for NCR RSF.

The NCR RSF National Coordinator officially appoints the NCR RSF Field Coordinator as soon as the finalized MA is received from FEMA. At that point, the NCR RSF Field Coordinator travels to the JFO or other designated location.

The length of deployment of an RSF Field Coordinator and the field support required of each RSF depends on the scope of disaster impacts, extent of local/State/Tribal/Territorial/Insular Area needs, agreed-upon level of recovery support to be provided by specific RSF agencies, and mutual agreement with personnel activated.

**e. Transiting from Response Activities**

The NCR RSF National Coordinator communicates with its ESF counterparts at the national, regional, and local level to coordinate the transition from response and short-term recovery efforts to long-term recovery operations. The NCR RSF National Coordinator communicates with the ESF #11 National NCH Coordinator and the DOI ESF #10 Coordinator, if activated. The NCR RSF Field Coordinator is responsible for working with ESF agencies to facilitate RSF/ESF coordination in the field. However, the AET report may include the basic information needed to begin long-term recovery planning and MA development.

NCR RSF Primary Agencies and Supporting Organizations need to be involved early in the disaster response phase in order to understand the disaster impacts on a community and its recovery needs. Many of the same agencies are involved in both response and recovery, which helps facilitate the transition. These agencies help convey institutional knowledge gained in the response phase to those involved in the recovery phase of a disaster. However, response and recovery activities involve similar but distinct skill sets, so different departments, agencies, or organizations may be involved. Overlapping response and recovery phases help ensure there are no gaps.

**f. Coordinating NCR in the field**

The NCR RSF Field Coordinator coordinates field activities of the NCR RSF Primary Agencies and Supporting Organizations in order to fulfill short- and long-term recovery needs as described in the MA. Most coordination occurs within the JFO (or other designated facility) or remotely. The NCR RSF Field Coordinator reports to the FDRC at the JFO and NCR RSF National Coordinator, who is typically based in Washington, DC.

The NCR RSF Field Coordinator is responsible for aligning NCR RSF activities with the other RSFs throughout the recovery operation, under the oversight of the FDRC.

The NCR RSF Field Coordinator organizes technical assistance to work under the MA and fosters information sharing at every level. NCR RSF SMEs identify outside agencies and entities to coordinate with as needed. The NCR RSF Field Coordinator obtains local contacts from the Primary Agencies and Supporting Organization POCs.

The disaster-impacted community may organize a task force to deal with specific NCR-related issues. If so, the NCR RSF Field Coordinator coordinates NCR RSF team activities with this task force. For additional information on NCR RSF Field Coordinator responsibilities, see Section VI.E. above.

#### **4. Recovery Support Strategy (RSS) Report Development**

The RSS report is a planning document created by FEMA. The goal of the RSS report is to integrate the resources of all six RSFs into a cohesive, coordinated recovery support effort aimed at assisting communities to achieve their recovery goals.

The FDRC and SDRC/TDRC lead the development of the MSA and the RSS reports with the NCR RSF Field Coordinator, NCR RSF staff, and the other RSFs. The MSA/RSS reports also include input from local, State, Tribal, Territorial, and Insular Area governments, local community organizations and representatives, and task force members. The MSA/RSS reports are targeted for completion within 45 to 90 days of becoming mission capable, although this typically takes longer due to coordination challenges.

The RSS report:

- Details the structure and protocols for coordinating Federal interagency recovery support.
- Documents the specific assistance needed from the NCR RSF member organizations.
- Provides an anticipated timeline for engaging with disaster-impacted communities.
- Identifies how the NCR RSF operation contribute to each jurisdiction's attainment of the capacity needed to develop, coordinate, manage, lead, and implement their own community recovery plans and help bridge resource gaps.
- Describes the anticipated level, type, and duration of Federal support to be provided to each impacted jurisdiction, which in turn is based on each community's capacity and the scale of the disaster impact it suffers.

The NCR RSF partners may be requested to help affected communities reach a common understanding of their respective recovery needs. This requires identification of, and coordination with, all entities involved in the recovery effort, including other mobilized RSF partners, and should lead to the identification of NCR-specific resource gaps.

### **a. Mission Scoping Assessment (MSA) Report Development**

The first stage in shaping the overall RSS is generating an MSA report. The MSA report is a document that assesses the damages from the disaster. The MSA report summarizes key recovery challenges and issues and determines the type and desired level of support needed from a given RSF. There is a different MSA report for each of the six RSFs. The purpose of the MSA report is to:

- Assess recovery-related impacts in relation to existing capabilities at local, State, Tribal, Territorial, and Insular Area levels.
- Identify which impacted jurisdiction(s) require Federal recovery support.
- Identify gaps in resources that may or may not be filled by Federal support.
- Determine the types and desired levels of support needed from the NCR RSF.
- Identify issues and challenges.

The FDRC oversees the development of the MSA report with technical support from FEMA personnel and input from the deployed NCR RSF team. The FDRC may use the MSA report to refine or adjust activation and deployment activities. Development of the MSA report requires active engagement by the NCR RSF and the other RSFs.

The FDRC sends MSA report drafts to the SDRC/TDRC and NCR RSF National Coordinator for input and review often more than once. The NCR RSF National Coordinator distributes the draft MSA report to the NCR Supporting Organizations, DOI ESG members and appropriate OEPC REO(s) for review and comment.

If the disaster-impacted State or community organizes an NCR task force, the FDRC and NCR RSF team needs to communicate with the task force to help the community articulate their recovery needs and priorities and to identify capability gaps. Although a community task force is not directly involved in developing the MSA report, the local, State, Tribal, Territorial, or Insular Area governments have significant input in advising FEMA on the release of the MSA report.

The FEMA-suggested outline for the MSA report includes:

- **Executive Summary:** Provides an overview of the MSA report, which is useful for briefing high-level local, Federal, State, Tribal, Territorial, or Insular Area government officials or other external recovery partners.
- **Background and Current Situation:** Briefly describes the pre-disaster and current conditions.

- **Methodology:** Briefly describes the data collection approach and data analysis process that the RSFs followed in their assessment.
- **RSF Sector Findings (by core capability):** Outlines the recovery issues and needs detailed in the MSA report.

#### **b. NCR RSF Section of the RSS Report**

Each RSF has its own section in the RSS report, which identifies strategies to meet the site-specific recovery needs identified in the MSA report. The NCR RSF Field Coordinator is responsible for writing the NCR section of the RSS report with oversight from the FDRC. The FDRC may also request NCR RSF input to other sections of the RSS report, as appropriate.

The first part of the NCR section of the RSS report briefly summarizes the mission and organizational structure of the NCR RSF and identifies the themes of the NCR recovery operation. The themes are general categories used to group recovery strategies based on the type of resource or infrastructure they address (e.g., Waterfront Recovery and/or Recreational Resource Restoration). These themes provide the organizing framework for the rest of the NCR section of the RSS report.

The rest of the NCR section of the RSS report details the specific strategies that are to be employed to achieve the NCR recovery objectives, organized by theme. The strategies are disaster-specific, based on the recovery needs identified in the MSA report and the recovery resources available. Each recovery strategy has the same basic components:

- Desired outcome of the strategy.
- Actions necessary to achieve the desired outcome, including the skills and resources needed to carry out the actions.
- Agency or organization in charge of the strategy as well as other participants.
- Status of current activities to implement the strategy.

The FEMA-suggested outline for the RSS report includes:

- **Executive Briefing/Summary:** Provides an overview of the RSS report, which is useful for briefing high-level local, Federal, State, Tribal, Territorial, or Insular Area government officials or other external recovery partners.
- **Mission:** Answers the questions — What is the NDRF mission goal and what are FDRC and the RSFs planning to do?

- **RSF Assessment Findings:** Answers the questions — What happened and where and what are the disaster-related issues and challenges?
- **RSF Strategic Objectives:** Answers RSF questions — What do the RSFs want to see happen and are the desired outcomes or conditions consistent with the RSS mission?
- **RSF Recovery Support Actions:** Answers the question — How will the strategic objectives be achieved? This section speaks to the approaches and strategies that the RSFs will implement to accomplish strategic objectives. This is the centerpiece of the document as it outlines the specific approaches and strategies and the level, type, and duration of provided RSF support.
- **RSF Recovery Support Milestones:** Answers the question — How will we track progress and how will we know when the RSS report strategic objectives are achieved?

## 5. RSS Report Implementation

As noted above, the RSS report is a planning document that outlines potential avenues for Federal recovery assistance. However, the impacted community must agree to the recovery programs outlined in the RSS report before these programs can be undertaken. Implementation of the RSS report focuses on coordinating the recovery operation with the disaster-impacted community with the goal of building community recovery capacities. Therefore, RSS report implementation consists of obtaining community support, administering recovery assistance and capacity building programs, and tracking progress towards capacity goals outlined in the RSS report.

The RSS report is a living document. The FDRC revises the RSS report, as appropriate, after communicating with the RSF and the SDRC/TDRC to adapt the forms of Federal support to most effectively assist local, State, Tribal, Territorial, and Insular Area recovery structures. The FDRC consults with the RSF Field Coordinators to make determinations on the duration and scope of recovery support.

As the RSS report is tailored to community needs, each recovery support operation is based on its own unique characteristics. FDRC and RSF timelines reflect the following considerations:

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

The FDRC or FEMA Regional Administrator is responsible for tracking progress towards achieving RSS report objectives. The FDRC may use the Incident Action Plan process in

place at the JFO to track short-term priorities and progress toward longer-term milestones outlined in the RSS report.

The NCR RSF National Coordinator and the NCR RSF Field Coordinator may provide RSS report implementation assistance upon request and the availability of funding. However, the FDRC has the primary responsibility for implementing the RSS report with local, State, Tribal, Territorial, and Insular Area governments.

Tasks that the NCR RSF Field Coordinator may perform at the request of the FDRC include:

- Attending public meetings and performing community outreach to promote the RSS report programs.
- Monitoring NCR RSF progress and reporting progress to the FDRC through the use of various options including an implementation matrix, which is a work plan used to track recovery accomplishments and progress towards goals.
- Assisting in the development of an RSS report implementation plan (if used), including an implementation matrix.

## **6. Transition and Return to Steady-State Operations**

The objective of the final stage of the NCR RSF recovery process is to help ensure that local, State, Tribal, Territorial, and Insular Area governments are prepared to manage long-term recovery on their own. The engagement of the NCR RSF is a capacity-building process that allows local, State, Tribal, Territorial, and Insular Area governments to gain an understanding of the resources available to them and to manage the recovery process.

### **a. Demobilization**

The FDRC determines the timeline for demobilization and transition to remote support and/or existing agency program delivery for support. Existing agency program delivery, or steady-state operations, means Federal agencies support programs under their own authority, rather than under the NDRF. The FDRC makes this decision based on consultation with the NCR RSF Team and consideration of the remaining resources available to support recovery operations. Demobilization includes closing the JFO.

The NCR RSF Field Coordinator's role throughout this stage of the process is to answer the FDRC's questions and to keep the NCR RSF National Coordinator informed. The FDRC decides when the recovery operation no longer needs a full-time NCR RSF Field Coordinator and/or when that role can be fulfilled with remote support.

**b. Steady-state operations**

As a community's capacity increases, it can execute recovery activities with less outside support. Ongoing RSF functions and activities can gradually transition to the corresponding regional, local, State, Tribal, Territorial, and Insular Area governments. After an RSF demobilizes, Federal assistance may continue by RSF Primary Agencies and Supporting Organizations in the following forms:

- Resuming steady-state operations supporting the community's recovery through existing programs. However, this continued assistance is administered under their own authority, rather than through the NCR RSF or the NDRF.
- Using existing recovery program authorities to undertake an enhanced coordination role with other recovery-related programs under the continued leadership of the FDRC (e.g., wetland restoration, beach enrichment, and other conservation programs)
- Providing targeted technical assistance and coordination support at the request of local, State, Tribal, Territorial, and Insular Area governments.
- Launching new public/private partnerships tailored to disaster recovery needs.
- Providing other types of engagement such as:
  - Project-based support.
  - Compliance support.
  - Recovery financing technical assistance.
  - Ongoing resource allocation/coordination.
  - Guidance in measuring recovery progress.
  - Efficient and effective assistance monitoring and improvement.
  - Promote hazard mitigation practices in recovery implementation.



**c. After Action Report (AAR)**

The FEMA or the NCR RSF National Coordinator may request the preparation of an AAR at the conclusion of the NCR RSF Field Coordinator's or other RSF participants' assignment or at the end of the MA. Developing an AAR can improve NCR recovery efforts and help mitigate damage from future events. The information helps inform preparedness activities including exercises and disaster plans and can help improve training and NCR recovery efforts. AARs may be prepared individually, by agency or by the NCR RSF Field Coordinator, and consolidated by the NCR RSF National Coordinator. During a disaster recovery operation, the NCR RSF National Coordinator requests that all those involved in the NCR RSF:

- Collect weekly reports, observations, notes, challenges, and other information from all phases.
- Identify best practices.
- Offer options and solutions to challenges.
- Suggest ways to improve response and recovery phases.

Upon completion and approval of the AAR, the NCR RSF National Coordinator shares the AAR with NCR RSF Primary Agencies and Supporting Organizations in addition to FEMA, ESFs, and other RSFs, as appropriate. The AAR is also submitted for inclusion in the FEMA National Disaster Recovery Program Database, which may be found online at <http://www.fema.gov/national-disaster-recovery-program-database>.

## Appendix I: Glossary

The list of terms included below is a compilation of terms used in the Recovery process. Understanding that Federal Agencies may have different definitions, these definitions were created to align with the *National Disaster Recovery Framework*, the *Federal Interagency Operation Plan*, and natural and cultural resource laws and regulations to facilitate interagency disaster recovery efforts.

**After Action Report** – A report prepared at the conclusion of activities capturing lessons learned, best practices, and other information that will help inform future response/recovery activities, training, and exercises.

**Agency** – Refers to non-Department of the Interior major divisions and offices such as the U.S Forest Service, or independent entities that are not under a Department such as the U.S. Environmental Protection Agency.

**Agency liaison** – A staff member who is employed by one agency and supports another agency for a mutually beneficial purpose.

**Bureaus and offices** –The U.S. Department of the Interior is a Cabinet-level agency that manages America's vast natural and cultural resources. The Department is comprised of nine technical bureaus:

- Bureau of Indian Affairs
- Bureau of Land Management
- Bureau of Ocean Energy Management
- Bureau of Reclamation
- Bureau of Safety and Environmental Enforcement
- National Park Service
- Office of Surface Mining Reclamation and Enforcement
- U.S. Fish and Wildlife Service
- U.S. Geological Survey

In addition to our nine bureaus, there are multiple offices that fall under the general offices of: Office of the Secretary, the Assistant Secretary for Policy, Management and Budget, Solicitor's Office and Office of the Inspector General:

**Concept of Operation Plan (CONOP)** – A plan that provides personnel with an outline of tactical objectives and describes the basic process for the conduct of an activity.

**Core Capabilities and Targets** – As defined in the National Preparedness Goal, core capabilities are the distinct critical elements necessary to achieve the National Preparedness Goal that operate at multiple levels of government. There are core capabilities (one each) for Planning, Public Information and Warning, Operational Coordination (Leadership), Economic Recovery, Health and Social Services, Housing, Infrastructure Systems, and Natural and Cultural Resources. Each core capability has

associated capability targets, which are performance threshold(s) that will inform activities that support national preparedness. The targets are not exclusive to any single level of government or organization, but rather require the combined efforts of the whole community. The core capability for Natural and Cultural resources is: Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and effective practices and in compliance with appropriate environmental and historic preservation laws and executive order. There are six “readiness” targets for the Natural and Cultural Resources Core Capability.

**Coordinating Agency** – The lead federal Departments in one of the six Recovery Support Functions (RSFs). They are federal Departments that are most likely to respond and participate in an RSF.

**Cultural Resources** – Are defined in the NRDF and FIOP and are aspects of a cultural system that are valued by, or significantly representative of, a culture or that contain significant information about a culture. Cultural resources may be tangible entities or cultural practices.

Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places and as archaeological resources, cultural landscapes, structures, museum objects and archives, and ethnographic resources for Federal management purposes. Cultural resources also include cultural items as that term is defined in section 2(3) of the *Native American Graves Protection and Repatriation Act* [25 USC 3001(3)]; and archeological resources, as that term is defined in section 3(1) of the *Archaeological Resources Protection Act* [16 USC 470bb(1)]. Cultural Resources also include historic properties (see definition of Historic properties below).

**Disaster** – For the purposes of this Guidance, please utilize the definition of “Presidentially- declared disaster” below.

**Disaster recovery** – The phase during a “Presidentially-declared disaster” (see below) following a disaster response (though the phases may overlap) that begins after the immediate threats to life and property are resolved and ends when the community has recovered from the disaster’s impacts. This period includes the processes necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

**Disaster recovery project** – An action taken after the immediate threat to life and property in a “Presidentially-declared disaster” (see below) has been addressed and which action (1) is subject to Federal involvement by reason of Federal funding (in whole or in part), Federal permitting, or other Federal approval; and, (2) is to (a) restore a community’s facilities to pre-disaster condition or to pre-disaster capacity with such changes as might,

for example, aid efficiency, resilience, or sustainability in those capabilities, or (b) provide hazard mitigation activities. Note: An action might be a disaster recovery project even while other “disaster response” actions continue to neutralize ongoing threats to the preservation of life and other property. There is no calendar deadline after which projects to restore a semblance of normal life in a disaster area are no longer considered disaster recovery projects. An action might be preliminary to actual restoration, such as providing debris removal or temporary housing. Furthermore, a community’s facilities might include those that are man-made or part of the natural environment, whether in public or private ownership.

**Disaster response** – Actions taken immediately after a “Presidentially-declared disaster” (see below) occurs to save lives, protect property and the environment, meet basic human needs, stabilize the incident, restore basic services and community functionality, and establish a safe and secure environment moving toward the transition to recovery.

**Faith-based organization** – As defined by the Corporation for National and Community Service, a faith-based organization is one affiliated with a religious congregation (church, mosque, synagogue, or temple) or an organization, program, or project sponsored/hosted by a religious congregation (may be incorporated or not incorporated);

**Federal Agency** – An administrative unit of the Federal Government. It does not include Congress, the Judiciary, or the President, including the performance of staff functions for the President in the Executive Office.

**Federal assistance** – Grants, loans, and other programs that provide financial and other types of assistance to Tribes, state and local governments, and certain types of private non-profit organizations, so that communities can quickly recover from Presidential-declared disasters. Federal assistance is subject to meeting legal authority, qualifying criteria, and the availability of funds.

**Federal Disaster Recovery Coordinator (FDRC)** – The FDRC is responsible for coordination and collaboration among the various stakeholders involved in disaster recovery, including Agencies, Tribes, local governments, and community organizations. FDRCs, Federal Coordinating Officers (FCOs), and Recovery Office Directors manage the Federal response and recovery to a disaster. The FDRCs, FCOs, and Recovery Office Directors coordinate relief through field offices and take actions to provide Federal assistance.

**Federal Incident Operational Plan (FIOP)** – The FEMA generated FIOP describes the concept of operations for integrating and synchronizing existing national-level Federal capabilities to support local, state, tribal, territorial, insular area, and Federal plans, and are supported by Federal department-level operational plans, where appropriate.

**Funding Agency** – Agencies that provide Federal assistance to Tribes, States, local communities, businesses, and individuals through grants, loans, and other programs to aid

in the recovery from a disaster. Funding Agencies may include, but are not limited to, FEMA, and the Natural Resources Conservation Service (NRCS).

**Hazard mitigation** – Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards and their effects.

**Historic Properties** – Any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in the National Register of Historic Places (NRHP), including artifacts, records, and material remains which are related to such district, site, building, structure, or object [16 USC Section 70(w)(5)]. This term includes properties of traditional religious and cultural importance to an Indian Tribe or Native Hawaiian organization and that meet the NRHP criteria. The National Park Service is responsible for the NRHP. Historic properties also include artifacts, records, and material remains that are related to such districts, sites, building structures, or objects.

**Infrastructure** – Those systems and facilities in both the public and private sector that are essential to the Nation's security, public health and safety, economic vitality, and way of life. The Nation's infrastructure is composed of 16 primary sectors such as water, transportation, communications, dams, energy and emergency services to name a few. Although infrastructure systems are defined and may operate independently; there are many interdependencies between the 16 sectors and their associated systems and facilities that need to be considered in making a community, state or region whole following a major disaster.

**Insular Area** – DOI defines “Insular Areas” as the Commonwealth of the Northern Mariana Islands and the responsibility to administer and oversee U.S. Federal assistance provided to the Freely Associated States of the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association.

**Long-Term Recovery** – Phase of recovery that might continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability and resilience.

**Major disaster** – See “Presidentially-declared disaster” below.

**Mission Assignment** – Under the “*Stafford Act*” (see below), the term ‘mission assignment’ means a work order issued to a Federal agency by the Agency [FEMA], directing completion by that agency of a specified task and setting forth funding, other managerial controls, and guidance.

**Mission Scoping Assessment Report** – Assesses the overall damage from a disaster. Assess recovery-related impacts in relation to existing capabilities at local, State, Tribal, Territorial, and Insular Area levels. It also identifies which impacted jurisdiction(s) require Federal recovery support, gaps in resources that may or may not be filled by Federal

support, determines the types and desired levels of support needed from the NCR RSF, and identify issues and challenges.

**Mitigation** – Capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

**Natural and Cultural Resources Recovery Support Function (NCR RSF)** – The NCR RSF is one of the six recovery support functions that supports the NDRF. The core recovery capability for the NCR RSF is the ability to protect natural and cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and in compliance with appropriate environmental and cultural resources requirements.

**NCR RSF Field Coordinator** – Appointed by the NCR RSF National Coordinator to lead NCR recovery efforts at the FEMA Joint Field Office or remotely in support of FEMA activities. More than one coordinator may be appointed depending upon the severity and scope of the disaster.

**NCR RSF National Coordinator** – Oversees and coordinates NCR recovery efforts on behalf of the NCR RSF Coordinating Agency.

**NCR vs. Natural and Cultural Resources and Historic Properties (NCH)** – Natural Resources (see above) and Cultural Resources (see above) are defined for recovery operations under the *National Disaster Recovery Framework* (see below). Natural and cultural resources and historic properties have nearly identical definitions but is the term of art used to describe NCR under the *National Response Framework* specifically under the *Emergency Support Function #11 for Agriculture and Natural and Cultural Resources*.

**National Disaster Recovery Framework (NDRF)** – The NDRF lays out pre- and post-disaster planning activities to support disaster recovery, provides an interagency coordination structure, and defines roles and responsibilities for all who contribute to the disaster recovery effort. The NDRF has a focus on pre-disaster preparedness and an emphasis on sustainability as a way to reduce community vulnerability and improve resiliency.

**Natural Resources** – Include the land, air, fish, wildlife, biota, and water. Water means salt and fresh water, surface and ground water used for drinking, irrigation, aquaculture and recreational purposes, as well as in its capacity as fish and wildlife habitat.

**Non-governmental organization** – refers to private sector entities that typically are not for profit and either may be locally, regionally or nationally based. They provide information and support for their constituents and partner with federal agencies in carrying out responsibilities.

**Pre-disaster recovery planning** – Actions taken to support disaster recovery before a disaster occurs and during disaster response, including building relationships and communication between Federal Agencies, Tribes, state Agencies, and stakeholders and pre-positioning information relevant to the EHP reviews in advance of a disaster.

**Presidentially-declared disaster** – Any disaster for which the President issues a major disaster declaration and thereby authorizes the provision of individual, public assistance, and/or hazard mitigation grant program assistance from the Federal government.

**Primary Agencies** – Agencies that are typically engaged and most likely to support recovery activities with personnel, “technical assistance” (see below), and “subject matter experts” (see below) to the “Coordinating Agency” (see above).

**Recovery** – Those capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

**Recovery Continuum** – The timeline of activities involved in a recovery operation from the initial notification of a disaster, the mission assignment, activation and deployment, scoping, development and execution of recovery strategies, and the demobilization and development of an after action report.

**Recovery Support Strategy Report** – The RSS report integrates the resources of all six RSFs into a cohesive, coordinated recovery support effort aimed at assisting communities to achieve their recovery goals.

**Resilience** – Ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

**Response** – Those capabilities necessary to save lives, provide human search and rescue, protect property and the environment, and meet basic human needs after an incident has occurred.

**Robert T. Stafford Disaster Relief and Emergency Assistance Act** – *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act), . The Stafford Act constitutes the statutory authority for most Federal disaster response activities especially as they pertain to FEMA and FEMA programs.

**Sandy Recovery Improvement Act** –The Sandy Recovery Improvement Act (SRIA) which amended the Stafford Act by adding Section 429, which directs the President to “establish an expedited and unified interagency review process to ensure compliance with environmental and historic requirements under Federal law relating to disaster recovery projects, in order to expedite the recovery process, consistent with applicable law.” This

directive has resulted in the UFR Process. For more information on the Sandy Recovery Improvement Act please see FEMA's [fact sheet](#).

**Stakeholder** – Any person, group, or organization affected by and having a vested interest in the incident and/or the recovery operation

**Steady-State** – A condition where operations and procedures are normal and ongoing. Communities are considered to be at a steady state prior to disasters and after recovery are complete.

**Subject Matter Expert (SME)** – The Subject Matter Expert is that individual who exhibits the highest level of expertise in performing a specialized job, task, or skill within the organization or is nationally or internationally recognized as such by peers.

**Supporting Organizations** – Those agencies that provide assistance to the primary and coordinating agencies during recovery. They may be federal agencies or other non- or quasi-governmental entities.

**Sustainability** – Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Technical Assistance** – Specialized advice, support, or training that a community needs typically of a scientific, engineering, or other identified need other than financial.

**Territory** – “Territories” are defined by DOI to include the Territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of Puerto Rico.

**Tribe** – “Tribe” means any federally recognized Indian Tribe, band, nation, or other organized group or community as defined by the Department of the Interior’s Bureau of Indian Affairs..

**Unified Federal Review (UFR) Advisor** – A role developed by the UFR Process to act as a liaison and coordinator between Federal Agencies. The UFR Advisor is often a FEMA employee, but if FEMA is unable to fill the role during a disaster due to capacity issues, the UFR Advisor may come from other support Agencies of the NCR RSF. If the Federal disaster recovery leadership determines the need for a UFR Advisor, the UFR Advisor will deploy to support leadership in the Joint Field Office or other deployment location. There may be multiple UFR Advisors if there are multiple Joint Field Offices. The UFR Advisor will make the determination whether to create disaster-specific mechanisms to support interagency coordination, such as a Disaster-Specific MOU.

**Unified Federal Review (UFR) Process** – An expedited interagency review process designed to ensure compliance with environmental and historic requirements under Federal law relating to disaster recovery projects, to expedite the recovery process, consistent with applicable law.