



## JFO Checklist for UFR Advisors

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### 1. Introduction

This job aid identifies key Unified Federal Review (UFR) Advisor actions and responsibilities generally applicable to any federally declared disaster and Federal Emergency Management Agency (FEMA) joint field office (JFO). These activities are organized chronologically and are mapped to the JFO lifecycle and operational milestones. This Job Aid covers key UFR Advisor actions within the JFO, as well as those that involve engagement with external stakeholders (e.g., federal and state, local, tribal, and territorial [SLTT] entities). Potential UFR Advisor actions are identified for applicant briefings, kick-off meetings, environmental planning and historic preservation (EHP) reviews, transition to steady state, and demobilization.

Listed UFR Advisor actions involving stakeholder engagement are intended to apply to both internal and external stakeholders, yet activities should be tailored to specific stakeholder needs as appropriate, because “one size never fits all.” See “UFR Advisor Roles & Responsibilities” and “External Engagement Guide” found in the [UFR Library](#) for further guidance.

The time frames indicated in the table below refer to typical durations after the disaster declaration or the UFR Advisor activation, whichever is later in time. Time frames may be prolonged, depending on the complexity of the disaster.



# FEMA

Phase	Notes
<b>All Phases UFR Advisor Response and Recovery Actions/Responsibilities</b>	
Provide status updates to the Regional UFR Coordinator, EHAD, and by extension the Regional Environmental Officer (REO) and National UFR Coordinator.	
<b>Early (0-4 Months) UFR Advisor Response and Recovery Actions/Responsibilities</b>	
Notify the UFR Disaster Operations Coordinator at Headquarters (HQ), Federal Disaster Recovery Officer (FDRO), and Regional UFR Coordinator of newly arrived UFR Advisor personnel.	
Confirm or identify, in coordination with the EHAD and Regional UFR Coordinator, the appropriate resource/regulatory agencies, funding agencies, and SLTT entities to engage, as well as meetings and task forces to join. The EHP Agency Point of Contact List (located in the <a href="#">UFR Library</a> on the FEMA.gov website) and disaster specific Greensheet can be used to inform this effort.	
Coordinate with Community Planning Capacity Building (CPCB) Recovery Support Function (RSF) staff in the Interagency Recovery Coordination (IRC) Group, to gain situational awareness on planning and recovery capacity needs from SLTT disaster recovery coordinator, and the local disaster recovery manager.	
Establish the initial scope, priorities, and strategies for the disaster specific UFR mission in coordination with the Regional UFR Coordinator and EHAD. Planning documents and coordination with Recovery Support Function (RSF) Field Coordinators can inform and guide this effort. Documents that may be available include the EHP Management Plan, Advance Evaluation Team (AET) Report findings and recommendations, and the Recovery Needs Assessment (RNA). Ensure that the initial scope, priorities, and strategies for the UFR mission are documented in the EHP Management Plan.	
In coordination with the EHAD, establish a disaster specific UFR coordination plan that may include RSF Field Coordinators, other federal agency and SLTT EHP points of contact to enable consistent communication and collaboration. This coordination structure needs to be appropriate for the disaster and need not be separate from one that may have already been established by the EHAD. See the “External Engagement Guide” in the <a href="#">UFR Library</a> for a list of benefits and objectives for this coordination structure from a UFR perspective.	

Phase	Notes
<p>Within 15 days of deployment and in consultation with the EHAD and Regional Tribal Liaison, confirm or identify interested tribes (with updated contact information), and determine appropriate methods of, and timing for, engagement with the tribes. The disaster specific Greensheet may identify potentially interested tribes.</p>	
<p>Within 15 days of deployment and in coordination with the EHAD and FDRO, engage in opportunities to introduce the UFR Process and role of the UFR Advisor within the JFO and disaster field offices, as well as among other federal partners involved in the disaster recovery. Depending on the situation, introductions to non-federal partners and applicants may also be appropriate.</p>	
<p><b>Mid-Long Term (2-4+ Months) UFR Advisor Response and Recovery Actions/Responsibilities</b></p>	
<p>Establish and communicate the goal(s) and action items for disaster specific UFR implementation among the EHAD and federal and SLTT agency partners.</p>	
<p>As needed and in coordination with the EHAD, conduct separate agency specific briefings, outreach, and education on disaster specific EHP compliance requirements and UFR to staff and senior leadership of federal interagency and SLTT funding, regulatory, and EHP review partners. Be prepared to explain benefits and complexities of UFR and EHP compliance coordination efforts, including their nuances and technical information, as needed, to build awareness and transparency with EHP compliance and UFR within the context of disaster recovery.</p>	
<p>Coordinate with the EHAD and IRC Group or FDRO to identify and participate in appropriate disaster recovery funding program or project specific scoping meetings.</p>	
<p>Confirm any new disaster specific funding agencies or sources, then coordinate with the EHAD and Regional UFR Coordinator to incorporate them into the UFR coordination plan.</p>	
<p>Participate, to the extent practicable, in FEMA Applicant Briefings.</p>	
<p>Distribute disaster specific UFR information and resources to staff and senior leadership of federal interagency and SLTT partners, as well as applicants and other interested parties, as needed.</p>	
<p>Serve as subject matter expert and point of contact for JFO or recovery office for UFR and interagency EHP compliance.</p>	
<p>Serve as advisor to the FDRO and EHAD for interagency EHP issues.</p>	

Phase	Notes
<p>Serve as the primary representative to the IRC Group for interagency EHP compliance coordination, as the IRC Group is established.</p>	
<p>Facilitate the EHAD’s coordination with the IRC Group, REO, Regional UFR Coordinator, National UFR Coordinator, and the UFR Disaster Operations Coordinator, regarding JFO or recovery office activities.</p>	
<p>Support the EHAD in initiating and coordinating development of UFR resources such as disaster specific Memoranda of Understanding (MOUs) and data sharing agreements to facilitate interagency coordination of EHP compliance reviews.</p>	
<p>Update or modify the scope, priorities, and strategies for the UFR mission in coordination with the EHAD and the Regional UFR Coordinator as the disaster recovery matures or as input from external stakeholders may require. Ensure that updates or modifications are appropriately documented in the EHP Management Plan for the disaster.</p>	
<p>Maintain the disaster specific coordination structure to meet UFR priorities and execute UFR strategies. Information gathered may also influence the need to update or modify the scope, priorities, or strategies of the UFR mission, or the need to establish temporary work groups to resolve issues.</p> <p>See the “External Engagement Guide” in the <a href="#">UFR Library</a> for more information on objectives and benefits of a disaster-specific coordination structure.</p>	
<p>Encourage EHP practitioners in all involved agencies to build interagency relationships and pre-position resources and analyses in advance of EHP compliance reviews.</p>	
<p>Encourage interagency attendance at FEMA-led meetings.</p>	
<p>Encourage distribution of UFR tools and resources, including applicant guidance and web-based tools located in the <a href="#">UFR Library</a>.</p>	
<p><b>Long Term / Sustained / Ongoing (4+ Months) UFR Advisor Response and Recovery Actions/Responsibilities</b></p>	
<p>Provide technical assistance to the SLTT agencies on the UFR process and EHP requirements prior to projects being submitted to the Public Assistance (PA) Grant Program. Use any identified EHP compliance considerations to inform interagency coordination and project formulation efforts.</p>	

Phase	Notes
<p>In coordination with the Regional UFR Coordinator (or REO as needed) and the EHAD, assess the need to establish a disaster specific UFR working group to handle major recovery issues and complex projects for EHP compliance, develop compliance efficiencies, and align EHP compliance strategies. Establish the disaster-specific UFR working group, if needed.</p>	
<p>Develop Environmental Review Teams (ERTs) or working groups, if needed, to coordinate EHP compliance reviews for major projects, major categories of projects, or EHP compliance issues impacting multiple federal funding agencies involved in the recovery operations. The need for ERTs may not be recognized until 12-18 months into the recovery effort, after the UFR Process coordination structure is established.</p>	
<p>Coordinate with RSFs and the EHAD or EHMG to identify recurring compliance review challenges, conduct interagency coordination to find solutions to resolve these challenges and fill resource gaps.</p>	
<p>Identify potential other federal agency information sharing mechanisms that could be used in disaster recovery missions. Establish, as needed, formal agreements regarding the information exchange process among the federal and SLTT stakeholders to improve how EHP compliance and interagency coordination can be leveraged and maximized during a disaster.</p>	
<p>Encourage EHP practitioners to leverage existing analyses, permits, agreements, and tools to expedite reviews.</p>	
<p>Provide permitting and consulting agencies with the EHAD’s contact information.</p>	
<p><b>Demobilization UFR Advisor Response and Recovery Actions/Responsibilities</b></p>	
<p>When appropriate or requested, contribute to the Disaster or EHP After-Action Reports (AARs), documenting UFR implementation and how the UFR process improved the EHP compliance review process.</p>	
<p>Compile information including success stories, lessons learned and best practices utilized for inclusion in the disaster specific UFR AAR and regional annual reports.</p>	
<p>Prepare for demobilizing by scheduling a transition briefing with the incoming UFR Advisor, Regional UFR Coordinator, and EHAD to review the status of the AAR and secure continuity of operations.</p>	
<p>Submit the UFR AAR (interim or final) no more than 30 days after demobilization.</p>	