



UFR Advisor Roles and Responsibilities

Unified Federal Environmental and Historic Preservation Review (UFR)

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FEMA

Table of Contents

1. Introduction.....	1
2. Disaster Recovery Command and General Staff.....	1
2.1. Federal Coordinating Officer	2
2.2. Deputy Federal Coordinating Officer.....	3
2.3. Federal Disaster Recovery Officer	3
2.4. RSF Field Coordinators	4
3. EHP Disaster Field Staff	5
3.1. FEMA EHP Advisor.....	6
3.2. Environmental and Historic Preservation Manager	6
4. FEMA National and Regional UFR Relationships	7
4.1. National UFR Coordinator & UFR Team.....	7
4.2. Heritage Emergency National Task Force Coordinator.....	7
4.3. Regional Environmental Officer	8
4.4. Regional UFR Coordinator	9
5. Responsibilities of the UFR Advisor	9

1. Introduction

The Unified Federal Review (UFR) Advisor Roles and Responsibilities job aid serves as a reference to the typical roles and responsibilities of the UFR Advisor deployed to a federally declared disaster. This job aid contains position descriptions for key Federal Emergency Management Agency (FEMA) positions in disaster field leadership, FEMA regional offices, and the UFR team at headquarters. Each position description includes a summary of primary responsibilities and their relationship to other field, regional, or national positions.

This document is intended to help orient the UFR Advisor to their role in the field, however other disaster field staff may find it useful when planning the most effective way to leverage the UFR Advisor's unique position within disaster operations. For more information on implementing the UFR process, including other job aids, templates, and resource documents, visit the [UFR Libraries on FEMA.gov](#) or the internal [UFR SharePoint](#) site.

2. Disaster Recovery Command and General Staff

The National Disaster Recovery Framework (NDRF), part of the National Preparedness System, describes principles, processes, and capabilities essential for all communities to effectively manage and enable recovery following an incident of any size or scale. It is a flexible framework for federal agencies and state, local, tribal, and territorial (SLTT) partners to operate in a unified and collaborative manner. The NDRF provides context for how the whole community works together to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build community resiliency. The UFR process integrates with the NDRF, complementing its goals and utilizing its organizational structure to implement the UFR process.

The Interagency Recovery Coordination (IRC) Group was established to bring federal and national partners together to build capacity and achieve recovery outcomes. The IRC Group leverages subject matter expertise as well as funding and technical assistance resources to help SLTT partners recover from disasters. Six Recovery Support Functions (RSFs) are built into the NDRF, each led by a designated federal agency, and supports the federal coordinating structure in providing recovery support.

Based upon the needs of a given disaster, any or all of the RSFs may be activated to improve interagency coordination among the federal family. Whenever an RSF is activated, a RSF Coordinator for that function is deployed. Early in disaster response and recovery operations, the UFR Advisor gathers information from both the IRC group and RSF coordinators and begins identifying areas where the UFR process will be most impactful. The graphic below illustrates the typical command and general staff structure for large scale disasters.

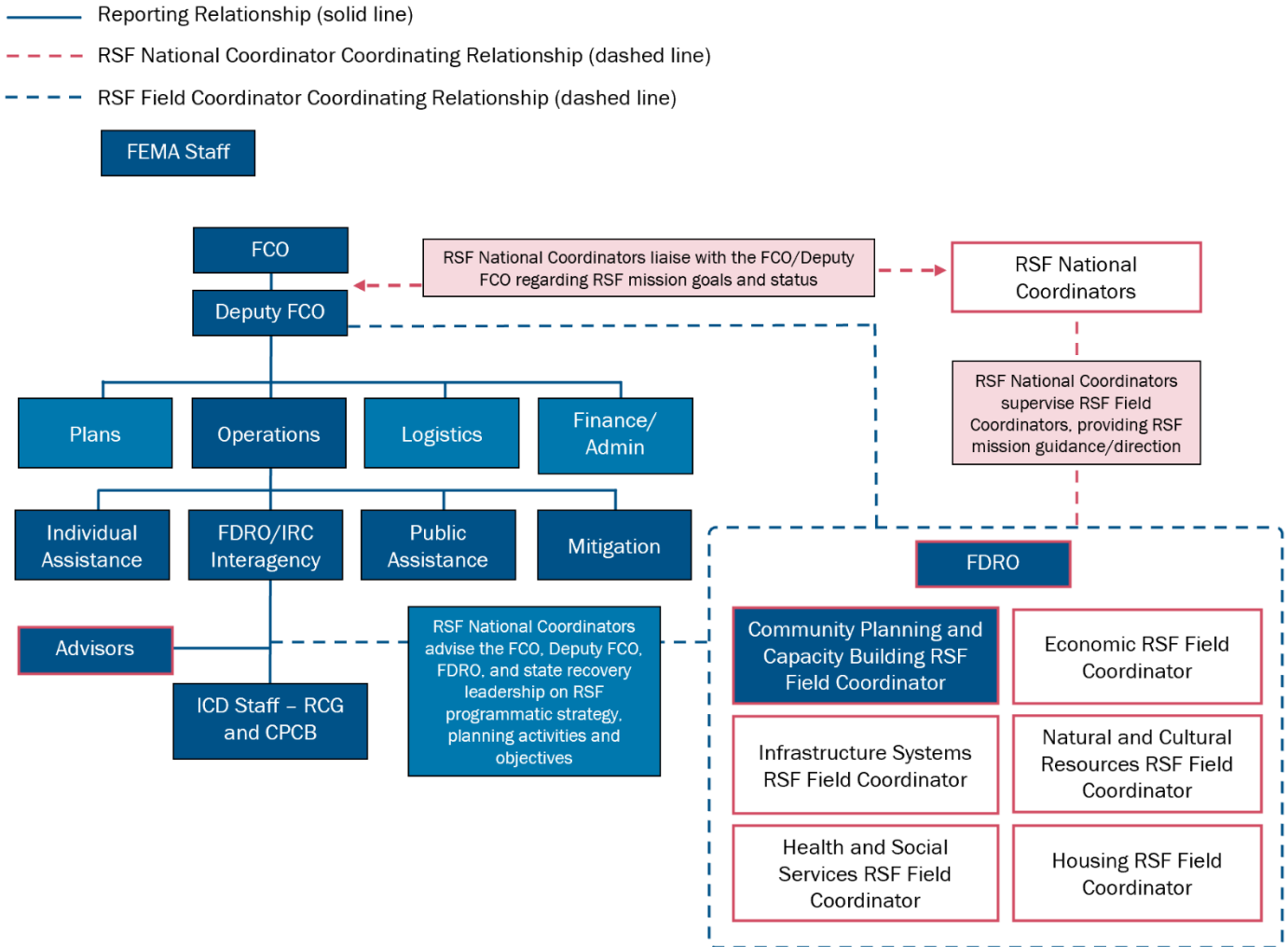


Figure 1. NDRF Disaster Response Organization Chart

2.1. Federal Coordinating Officer

The Federal Coordinating Officer (FCO) is appointed by the Director of FEMA on behalf of the President to coordinate federal assistance following a declared disaster or emergency. The FCO establishes the joint field office (JFO) and works in partnership with the SLTT partners to determine state and local disaster assistance requirements. For all Stafford Act declared incidents, the FCO reports to the Regional Administrator for the region in which the incident occurs.

The FCO establishes an organization to best partner with SLTT partners to achieve recovery outcomes and is responsible for the overall management of the federal response to the incident.

The FCO:

- Executes Stafford Act authorities, including assignment of FEMA resource for disaster response and recovery efforts.
- Facilitates disaster recovery coordination and collaboration between the federal and SLTT partners.

- Directs federal agencies to support SLTT partners in creating strategies to identify and meet disaster recovery needs.
- Maintains financial oversight to ensure disaster recovery operations are efficient and effective.
- Develops, reviews, and evaluates plans for all phases and functions of FEMA disaster field operations.
- Activates the RSFs and serving as the coordinating lead for RSF activities related to a specific disaster.

In relation to other positions, the FCO:

- Requests an Advance Evaluation Team to determine if a Federal Disaster Recovery Officer (FDRO) and RSFs are needed to assist communities in their recovery efforts.
- Works with the Environmental and Historic Preservation Advisor (EHAD) to understand FEMA Environmental Planning and Historic Preservation (EHP) and interagency coordination challenges and opportunities.
- Provides leadership and direction to guide RSF Field Coordinator recovery activities.

2.2. Deputy Federal Coordinating Officer

For Level 1 and Level 2 incidents, the Deputy FCO is activated to focus on integrated recovery operations. The Deputy FCO coordinates specific disaster recovery components and reports on these to the FCO. The Deputy FCO reports to the FCO and provides direct oversight to the FDRO.

The Deputy FCO:

- Assists the FCO in their responsibilities including planning, developing, reviewing, and evaluating all phases and functions of the disaster field operation conducted by FEMA.
- Oversees the FDRO, RSF Field Coordinators, and IRC Advisors (including the UFR Advisor) related to a specific disaster.
- Briefs the FCO on mission advancements and challenges.

In relation to other positions, the Deputy FCO:

- Reports directly to the FCO.
- Provides direct oversight to the FDRO and IRC Group.
- Coordinates with the UFR Advisor to understand environmental and historic preservation compliance issues and related interagency coordination challenges and opportunities.
- Provides direct oversight of the planning, operational, logistics, finance, and administrative components of the NDRF structure in support of the FCO.

2.3. Federal Disaster Recovery Officer

The Federal Disaster Recovery Officer (FDRO) is appointed by the FCO for Level 1 or Level 2 events, when an enhanced level of interagency recovery coordination is needed. When appointed, the FDRO serves as the primary advisor to the Deputy FCO or, in their absence, the FCO, on all recovery issues. The FDRO also provides direct oversight to the UFR Advisor.

The FDRO:

- Facilitates disaster recovery coordination and collaboration between federal agencies and SLTT partners, the private sector and voluntary, faith based and community organizations.

- Supports overall recovery coordination activities for the disaster and reports to the FCO or Deputy FCO on potential issues that may arise during the recovery process.
- Coordinates actions of the RSFs and IRC Group.

In relation to other positions, the FDRO:

- Coordinates with and directly supervises the UFR Advisor to understand environmental and historic preservation compliance issues and potential resolutions.
- Provides leadership and guidance to the RSF Field Coordinators and IRC Advisors.

2.4. RSF Field Coordinators

Each of the six RSFs has a designated coordinating agency along with primary agencies and supporting organizations with programs relevant to the functional area. Each RSF Coordinating Agency designates a senior-level principal to serve as the RSF National Coordinator, provides significant engagement and management for the RSF, and encourages ongoing communication and coordination between the primary agencies and support organizations for the RSFs and between Federal agencies.

Table 1. Recovery Support Functions and Associated Agencies and Outcomes

Recovery Support Function	Coordinating Agency	Recovery Outcome
Community Planning and Capacity Building	FEMA	Resilient recovery of SLTT partners.
Economic	Department of Commerce	Sustainable, diversified, and resilient economy.
Health and Social Services	Department of Health and Human Services	Sustainable and resilient health, education, and social services systems.
Housing	Department of Housing and Urban Development	Adequate, resilient, and affordable housing.
Infrastructure Systems	US Army Corps of Engineers	Restored, modernized, hardened, and resilient systems.
Natural and Cultural Resources	Department of the Interior	Preserved, conserved, rehabilitated, and restored natural, cultural, and historic resources.

RSF activities assist communities with accelerating the process of recovery, redevelopment and revitalization. For each RSF activated, a RSF Field Coordinator is designated to serve as the federal point person for coordination at the field level. Each RSF Field Coordinator has specific subject matter expertise and is mission assigned to the disaster in coordination with the FDRO and the RSF National Coordinator located at Headquarters. RSF Field Coordinators report directly to the FDRO.

RSF Field Coordinators:

- Facilitate the identification, coordination and delivery of federal assistance needed to supplement recovery resources and efforts by SLTT partners, as well as private and nonprofit sectors in coordination with the FDRO.
- Provide support to local governments by facilitating problem solving, improving access to resources, integrating principles of resiliency, sustainability and mitigation and fostering coordination among federal agencies and SLTT partners as well as nongovernmental partners and stakeholders.

In relation to other positions, RSF Field Coordinators:

- Coordinate with the FDRO to develop strategies to meet recovery needs relative to their specific recovery support function.
- Work with the UFR Advisor to ensure EHP compliance considerations are integrated into project planning and recovery efforts across agencies

3. EHP Disaster Field Staff

The UFR Advisor position can be staffed by the Regional UFR Coordinator but is more often filled by a UFR Advisor from the OEHP Readiness Division’s Cadre of On-Call Response/Recovery Employees. In the event the FEMA EHP Cadre is exhausted, staff from the Natural and Cultural Resources RSF and Department of the Interior agencies may be activated as a UFR Advisor.

The UFR Advisor is generally activated upon activation of the FDRO. Other indicators for UFAD deployment are outlined as described below (Figure 2) and in the UFR Advisor Deployment Guide.

UFR Advisor Deployment Guide

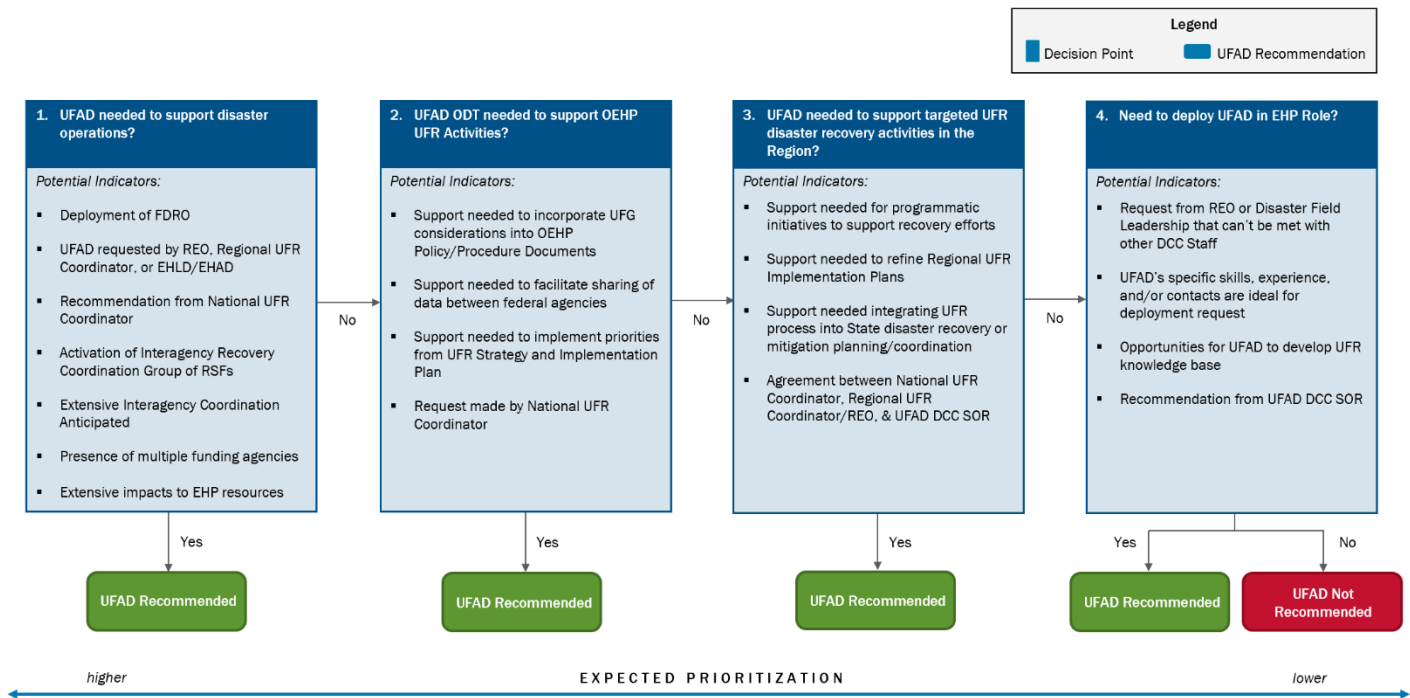


Figure 2. UFR Advisor Deployment Guide

Upon deployment, the UFR Advisor begins coordination with the FDRO, EHAD, and Regional UFR Coordinator to gauge the scope and complexity of the disaster and begin planning engagements to identify areas where implementing the Unified Federal Environmental and Historic Preservation Review

UFR process will benefit disaster recovery operations. The EHAD and their EHP Manager (EHMG) are the best resource for information on challenges related to interagency consultation and coordination. The Regional Coordinator is instrumental in identifying existing UFR resources to streamline EHP processes as well as tools and agreements in development that may be expedited to meet disaster specific needs.

3.1. FEMA EHP Advisor

The EHAD is a member of FEMA's EHP Cadre who holds the EHP Advisor title and has an active role when deployed to a presidentially declared disaster. Once deployed, the EHAD reports to the FCO through the Chief of Staff.

The EHAD:

- Ensures proper stewardship of historic properties and the environment through the EHP compliance review process.
- Provides technical assistance and oversight to FEMA staff at the joint field office or joint recovery office on EHP compliance requirements.
- Oversees EHP coordination and consultation activity for large or complex projects.
- Provides regular briefings to command staff on the efficiency of the EHP review process.
- Engages in the UFR process or assigns eligible FEMA EHP staff to assist with interagency coordination in the absence of a deployed UFR Advisor.

In relation to other positions, the EHAD:

- Coordinates with the Regional Environmental Officer (REO), Regional UFR Coordinator, and UFR Advisor on priority projects.
- Works with the REO, Regional UFR Coordinator, and UFR Advisor to resolve challenges to delivery of timely EHP compliance reviews.
- Updates the Chief of Staff on EHP staffing requirements, including the need for a UFR Advisor.
- Informs the FCO on complex EHP issues and provides recommendations to resolve EHP concerns.
- Serves as the primary point of contact between the REO and the FCO.
- Meets regularly with the REO, Regional UFR Coordinator, or UFR Advisor to discuss ongoing interagency coordination efforts and leveraging UFR to resolve challenges to completing project reviews.

3.2. Environmental and Historic Preservation Manager

The EHMG supports the EHAD through daily management of EHP staff. The EHMG provides front line support on to staff completing EHP compliance reviews and is a good resource for information on streamlining successes and ongoing challenges to timely completion of compliance reviews.

The EHMG:

- Manages the dissemination of EHP information to FEMA EHP and Program staff.
- Provides oversight to the EHP compliance review process.
- Assigns EHP staff to support public assistance, individual assistance, and mitigation (Program) activities.
- Ensures projects that require an elevated level of NEPA review, consultation, or coordination are identified.

In relation to other positions, the EHMG:

- Advises EHP staff on completing compliance reviews.
- Works with the EHAD on preparing consultation and coordination documents.
- Works closely with the EHAD in advising command staff and Program leadership on complex EHP issues.
- Directly supervises EHP staff assigned to the disaster event.

4. FEMA National and Regional UFR Relationships

In addition to integration to the disaster recovery command and general staff structure, the UFR Advisor maintains close communication and coordination with regional and national UFR staff. This collaboration maintains alignments with regional and national UFR process improvements during disaster specific activities.

4.1. National UFR Coordinator & UFR Team

The National UFR Coordinator is housed within OEHP's Interagency Branch at FEMA headquarters. The National UFR Coordinator leads a team of UFR specialists, the UFR Disaster Operations Coordinator, the Center for Environmental Quality Coordinator, and the UFR Interagency Coordinator. Together, the UFR team provides national oversight for the implementation of the UFR process, assisting UFR Regional Coordinators and UFR Advisors in advancing the goals of Unified Federal Review during disaster recovery and steady state operations.

The National UFR Coordinator:

- Identifies opportunities for interagency coordination and cooperation at the national and regional levels.
- Tracks national EHP review efficiencies related to disaster recovery projects.
- Assists in the identification of a UFR Advisor when a need is identified.
- Represents UFR at the Recovery Support Function Leadership Group (RSFLG).
- Provides operational updates and recommendations to the RSFLG.

In relation to other positions, the National UFR Coordinator:

- Coordinates with the FDRO, REO, Regional UFR Advisor, and EHAD to determine staffing requirements and activation timing for the UFR Advisor during disaster recovery operations.
- Identifies opportunities for interagency coordination by working with Regional UFR Coordinators and field UFR Advisors to manage progress.
- Coordinates with the regional office and JFO post-disaster to share UFR tools and resources and addresses interagency compliance needs.
- Maintains regular communication with the Regional UFR Coordinator and the REO to provide support and gather data relevant to the improvements to the UFR process.
- Informs the UFR Steering Group on UFR operational needs in the field and provides regular updates on UFR advancements.

4.2. Heritage Emergency National Task Force (HENTF) Coordinator

The HENTF team is located within the Interagency Branch at FEMA headquarters. The mission of the HENTF Coordinator is to provide response and recovery support to the cultural heritage community and cultural resources to mitigate the damaging effects of natural disasters and other emergencies.

The HENTF Coordinator:

- Conducts outreach and assesses impacts and damages to cultural institutions, heritage sites, collections, and cultural resources within the disaster area.
- Coordinates HENTF's 60 federal agency and national service organization members in support of federal disaster response and recovery efforts.
- Identifies cultural resource agency and organization stakeholders and linking them to assistance programs.
- Provides guidance on salvaging treasured keepsakes for Recovery events and open houses (e.g., Save Your Family Treasures).

In relation to other positions, the HENTF Coordinator:

- Facilitates the sharing of data on impacted cultural resources with the NCR Field Coordinator and the EHP Advisor and staff.
- Advises the NCR RSF Field Coordinator of gaps in recovery to cultural resources.
- Assists NCR RSF Field Coordinator in drafting objectives, briefings, reports, Recovery Needs Assessment (RNA), Incident Strategic Plan (ISP), and other documents that address cultural resource issues.

4.3. Regional Environmental Officer

The FEMA REO is responsible for the environmental compliance of all FEMA funded projects within their Region. The REO provides support and oversight to the Regional UFR Coordinator during steady state and disaster response and recovery operations.

The REO:

- Directs the FEMA EHP program at the regional level.
- Ensures sufficiency of EHP compliance within regional disaster operations.

In relation to other positions, the REO:

- Works with the National UFR Coordinator, Regional UFR Coordinator, and the EHAD to identify the need to deploy a UFR Advisor to a disaster.
- Works with the Regional UFR Coordinator to provide the EHAD and the UFR Advisor information on relevant EHP issues and requirements specific to the region.
- Shares information about ongoing interagency coordination and existing needs with the EHAD, Regional UFR Coordinator, and the UFR Advisor.
- Provides communication channels between agencies and other stakeholders.
- Identifies pending projects in the region that may impact EHP reviews.
- Coordinates with the Regional UFR Coordinator, EHAD, and UFR Advisor to identify priorities for disaster recovery, including identifying efficiencies and programmatic approaches to develop and implement to streamline interagency EHP compliance.
- Works with the Regional UFR Coordinator to identify opportunities to develop EHP efficiencies and programmatic approaches during steady state operations.

4.4. Regional UFR Coordinator

The Regional UFR Coordinator provides oversight for regional implementation of the UFR process within during steady state and disaster operations. If a disaster occurs in their region, the Regional UFR Coordinator may be the first UFR Advisor assigned to the disaster. The Regional UFR Coordinator serves as the lead UFR Coordinator when multiple UFR Advisors are deployed to the region.

The Regional UFR Coordinator:

- Supports interagency coordination in the field by identifying and establishing relationships with regional points of contact to manage progress.
- Builds interagency networks during steady state.
- Develops interagency agreements and programmatic approaches during steady state and disaster operations.
- Provides regional context on interagency coordination issues to support field operations.
- Provides expertise about ongoing interagency issues and needs.
- Tracks performance of regional UFR efficiencies reports to the National UFR Coordinator

In relation to other positions, the Regional UFR Coordinator:

- Consults with the National UFR Coordinator and REO in identifying the need for a UFR Advisor.
- Provides regular briefings to the National UFR Coordinator.
- Notifies the EHAD and UFR Advisor of pending projects in the region that may impact interagency coordination or EHP compliance reviews.

5. Responsibilities of the UFR Advisor

The UFR Advisor position is uniquely situated to maximize the benefits of UFR in disaster recovery operations, with direct reporting and communication lines to command and general staff, regional environmental leadership, and the national UFR team.

The organizational chart below illustrates lines of communication and reporting structure for the UFR Advisor.

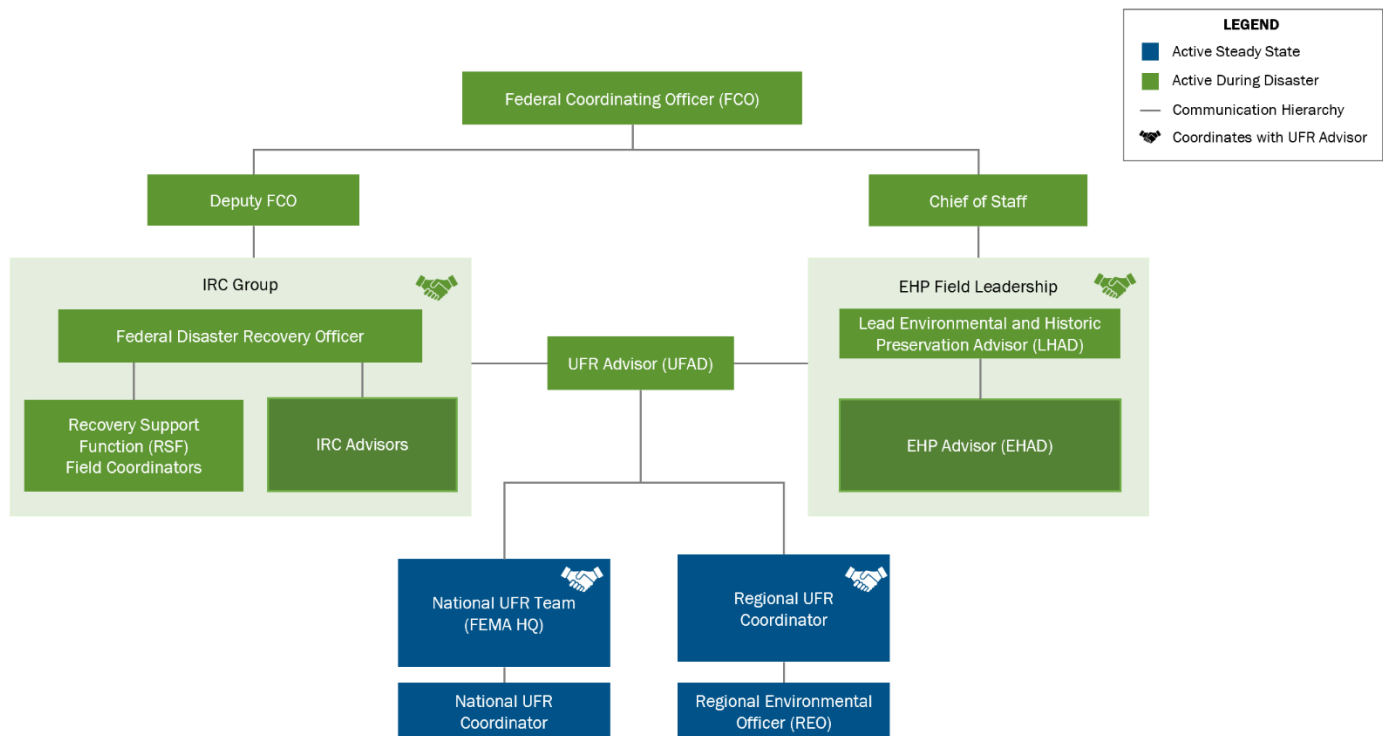


Figure 3. UFR Advisor Organization Position

Through understanding the roles and responsibilities of disaster staff they are expected to engage with, the UFR Advisor is able to leverage these relationships to accomplish the following:

The UFR Advisor:

- Conducts outreach and education among interagency staff, their stakeholders, and SLTT partners about the UFR process, EHP compliance requirements, and other FEMA programs.
- Coordinates EHP compliance across federal and SLTT partners.
- Facilitates development and implementation of UFR Tools and resources, such as a disaster specific memorandum of understanding or programmatic agreement to streamline EHP compliance reviews.
- Coordinates data sharing agreements to encourage unified data use.
- Provides expertise for the implementation of the UFR process through identifying opportunities to expedite EHP compliance reviews.
- Promotes unification during disaster recovery and encourages interagency engagement at the regional level with the REO, Regional UFR Coordinator, RSF Field Coordinators, and EHP or UFR counterparts at other federal agencies.
- Establishes necessary UFR Interagency Work Groups and Environmental Review Teams.
- When deployed early in disaster response and recovery operations, the UFR Advisor should identify potential EHP concerns and UFR strategies for inclusion in the RNA and ISP.
- Provide feedback on the RNA and ISP highlighting opportunities for UFR implementation.

In relation to other positions, the UFR Advisor:

- Coordinates with the EHAD, Regional UFR Coordinator, and REO to inform and provide recommendations to the FDRO on complex EHP issues requiring special attention and assists the FDRO in the resolution of conflicts related to interagency and FEMA EHP issues.
- Facilitates meetings across agencies to share EHP compliance information and prioritize/coordinate the implementation of UFR process actions and strategies.
- Coordinates with the EHAD, Regional UFR Coordinator, and REO to understand the breadth and scope of FEMA's EHP responsibilities at each disaster.
- Coordinates with the EHAD to determine project specific compliance strategies and stakeholder outreach.
- Maintains regular communication with the National UFR Coordinator and the Regional UFR Coordinator to provide updates, evaluation of performance metrics, and establishment of best management practices.
- Consults with the National and Regional UFR Coordinators on interagency EHP compliance issues and the resolutions through implementation of the UFR process.
- Consults with the EHAD, Regional UFR Coordinator, REO and National UFR Coordinator to provide updates concerning successes and shortfalls in UFR implementation efforts.
- Contributes to briefings and reports for the JFO command staff.
- Maintains communication with the RSF Field Coordinators to align EHP compliance across agencies.
- Coordinates and communicates with the HENTF National Coordinator and assists with providing points of contacts and coordination with RSFs as needed.

While this section describes typical UFR Advisor roles and responsibilities, every region and every disaster will be different. Individual UFR Advisors should reach out to the Regional UFR Coordinator, REO, EHAD or the previous UFR Advisor, if available, to get disaster specific advice.

More detailed and procedural information about the UFR Advisor roles and responsibilities can be found online in the [UFR Library](#). Check out the *UFR Practitioner Guide* for an in-depth discussion of EHP and UFR processes across federal agencies. Additionally, the [UFR SharePoint](#) contains the full list of Job Aids and the *UFR Standard Operating Procedure*.